NOVEMBER 15, 1938

A BILL BROTHERS PUBLICATION

TWENTY CENTS

Sales Management

- Will Extension of the Annual Wage Plan Help Us to Stabilize Our Markets?
- Hardware Stores That Women Pass Up: What Hibbard Is Doing About Them
- Chevrolet Inaugurates Protected Territories for Dealers — By D. G. Baird
- Sales Managers Who Got Sales Out of Me—and Sales Managers Who Didn't
- Significant Trends—Advertising Campaigns—Scratch-Pad—The Human Side

THE MAGAZINE OF MODERN MARKETING

NOW YOU CAN USE

The Show That Pulled More Proof-of-Purchase Mail on WLS than any other in One Entire Year

The Most Unique Food Merchandising Operation in Grocery Product History—the FEATURE FOODS Program returns to WLS

Swings the Influence of PUBLIC DEMAND

ON 110 SUPER MARKETS–

1000 LARGE VOLUME INDEPENDENTS—AND 2400 CHAIN STORES

INFLUENCES CALLS AT COUNTER—IN AREA OF 10 MILLION POPULATION—

Plan includes calls on trade—display tie-ups—food-selling and premium-testing—meetings at women's clubs.

MARTHA CRANE and HELEN JOYCE

America's leading saleswomen of foods backed by cast of nationally famous radio entertainers.



Martha Crane



Helen Joyce

SALES increases that have made records—radio response reaching new high marks—have caused some of America's largest companies selling through grocery stores to turn to a unique plan of Food-Merchandising in the Chicago market.

The power of radio in influencing the consumer has now been harnessed to a merchandising machine which guarantees dealer display, promotes dealer push, and has obtained distribution of numerous foods in the large volume outlets of Chicago.

An unusual condition exists in the Chicago grocery store field today. Approximately 18% of the dry grocery products sold in the Chicago market are distributed by 110 stores—most of which are of the Super Market type.

FEATURE FOODS Merchandising Representatives have called upon these stores every five weeks for 3½ years. Some of the newer ones we have watched grow and helped to grow. Many of these outlets give favored consideration and excellent store co-operation to products advertised on the FEATURE FOODS program.

For a manufacturer who has distribution with these stores, the FEATURE FOODS Division of WLS is able to arrange special Store Promotions which multiply sales many times—at no extra cost to the manufacturer.

For a manufacturer whose distribution is incomplete, new and important outlets can be opened, and the dealers in them can be induced to actively push the product.



Testing food at a club meeting

Another part of our service is in getting display cooperation from 1000 other Independent Stores, which do an additional 16% of the total grocery volume in Chicago. Thus, through the FEATURE FOODS Plan, you can with these two groups influence 34% of your potential in Chicago.

Plans for promotional tie-ups with corporate chains in Chicago now being made.

The FEATURE FOODS Service embraces: (1) Radio Advertising on WLS, a 50,000 watt station which covers 10.1% of U. S. grocery potential, (2) Calls on the trade, (3) Placement of store Display Material, (4) Circular Advertising, (5) Demonstrations Weekly at Women's Club Meetings.

This is *not* an experimental plan. It has been in successful operation since January 1935—serving such food manufacturers as Bird's Eye Frosted Foods, Spry, ScotTowels, B&M Baked Beans, Rap-inwax, Ma Brown Pickles & Preserves, Pillsbury's Pancake Flour, Brer Rabbit Molasses, etc.

The FEATURE FOODS Operation has set new, all-time high records for sales increases and mail response on Station WLS. The new 50,000 watt high fidelity WLS transmitter—soon ready—will greatly increase the signal strength of FEATURE FOODS broadcasts throughout the entire area. The dynamo of the FEATURE FOODS Plan is the half-hour, six-day-a-week broadcast on WLS, featuring Martha Crane and Helen Joyce, who are the Voice of Authority on Foods and Homemaking Problems in this area.



Mass displays in super-markets

Their supporting cast of musical entertainment includes nationally known entertainers heard on coast to coast NBC network programs originated by WLS. FEATURE FOODS is ready again on WLS to make the Chicago area your lowest inquiry-cost radio market—to multiply movement of goods through grocery channels, with a plan that batters down selling cost.

Cost of the service is moderate and is employed successfully by concerns with and without large sales organizations. If you have a representative in Chicago, we will be glad to call on him, and give him the complete details. Or just drop us a line and we will send you further information by mail. Or ask your advertising agency.



Trying out ideas on live groups

WLS

THE PRAIRIE FARMER STATION

Burridge D. Butler, *President* (Chicago) Glenn Snyder, *Manager*

EDUCATORS ARE AGREED

Look

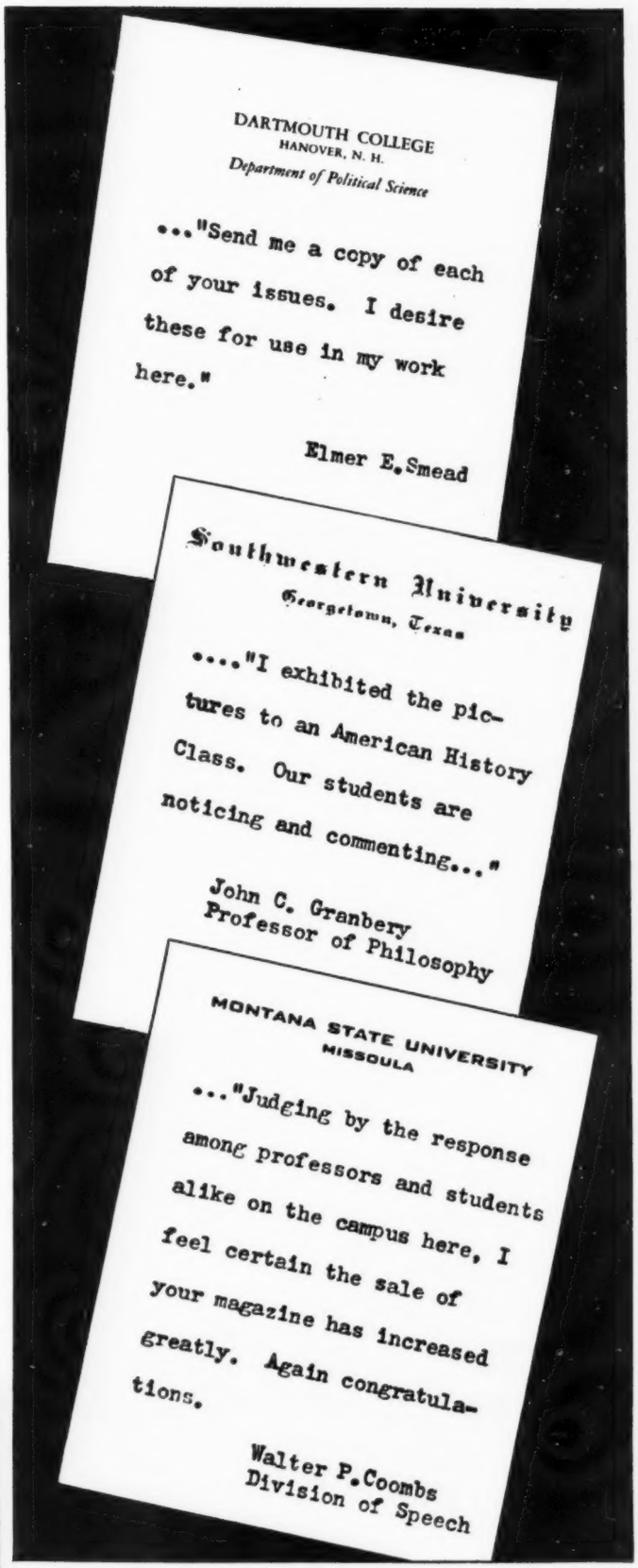
IS A GREAT NEW EDUCATIONAL FORCE IN AMERICA

In classrooms throughout America teachers and students have read LOOK's picture stories on War Propaganda — Fascism — Civil Liberties—Hidden Taxes—Employer-Employe Relationships — Housing and other timely subjects. They are agreed that here is a great new educational force, an entirely different kind of reference for students of history, science and social problems.

LOOK's picture language simplifies, interprets and reveals these complex problems in picture story form, making clear and vivid subjects that are often buried and obscure.

Students — educators and the entire American family find every issue of LOOK vitally alive, entertaining and informative. Advertisers are finding that the kind of cover-to-cover readership LOOK enjoys moves merchandise . . . fast!





DARTMOUTH COLLEGE
HANOVER, N. H.
Department of Political Science

..."Send me a copy of each of your issues. I desire these for use in my work here."

Elmer E. Smead

Southwestern University
Georgetown, Texas

...."I exhibited the pictures to an American History Class. Our students are noticing and commenting..."

John C. Granbery
Professor of Philosophy

MONTANA STATE UNIVERSITY
MISSOULA

..."Judging by the response among professors and students alike on the campus here, I feel certain the sale of your magazine has increased greatly. Again congratulations.

Walter P. Coombs
Division of Speech



Jitterbughouse

Hewes & Potter, Inc., Boston, makers of Spur neckties, have stolen a march, and there is prolonged teeth-gnashing among rival cravat corporations. Like many epoch-making ideas, this one is really quite simple, yet so big that it was overlooked by less-alert manufacturers.

H & P have introduced a line of "Jitterbug Ties," registered the name for all men's wear (so beware copycats), and are promoting it in true solid sender style. The ties—as you might imagine—are in wham-zing-boom stripes and plaids. With each goes a tie pin or clip as a premium. A pair of dancing figures on clips and pins are suspended on a tiny spring so that they move or "jitter."

Included in the promotion are tie-ins (no pun intended) with Jitterbug dancing contests sponsored by newspapers, clubs, and whatever. Because Jitterbugs are as numerous as cockroaches in a tenement kitchen, H & P officers believe their Jitterbug neckties have the stuff, and it's mellow.

E. C. Whittemore,, of the H. L. Moore ad agency, Boston, is in charge for H & P. He does a jam session on the same theme for Washburn Candy Corp., Brockton, Mass., by developing a five-cent candy called "Jitterbuds." One of a series of ten cards illustrating and describing various dancing steps goes inside the Jitterbuds' package. These include the Jittershag, the Flying Mare, Jitterslide, Jitterdive, Jittertrip, Jitterspinner and the Suzy Q. Jitterbuds are reported to be selling smooth to alligators and tin ears alike.

Speak-O-Phone

A good investment for a large family, whose members travel around, but don't like to write, would be one of the new Speak-O-Phones, available within the next few weeks at $150—less than one-third of their former price. It's a recording machine and electric phonograph combined; it both makes and plays records.

Speak-O-Phone Corp. was founded in 1926 by five men who believed that the average person would like to hear how his voice sounds to others. Before that the cost of having one's voice recorded was about $100—far too much to indulge a whim. But when a system was evolved by means of which the voice could be recorded on non-resistant materials—aluminum, then acetate, —it became possible to lease the machines to stores and studios that charged a dollar or so for a recording. Mrs. Dorothy Caruso, widow of the singer, was one of the first to open such a studio. The Wurlitzer Music Store, in New York, also opened a studio in those early days, and it's still going strong.

Of the original five who started the business, only C. Arnold Austin is left. He keeps pretty busy, managing the business, traveling about from headquarters in New York to supervise important recording jobs, working with salesmen and so on. The market for the product has widened considerably, with the result that prices have come down. It is now possible to make a personal recording for 25 cents, and to send it through the mails for two cents. Many people are "Speak-O-Phoning" their letters, and there's been at least one courtship carried on that way. A Jersey City girl added a word of greeting to a friend's "spoken letter" to her brother in Oregon; the brother liked the sound of the girl's voice, sent *her* a spoken letter; this went on and on and ended in marriage.

At least one person has dictated a suicide note on a Speak-O-Phone, and a number of persons are known to have made recordings of their wills.

Most Speak-O-Phones are leased for $50 a month. However, even with the fairly high prices that have prevailed in the past, there have been sales of the recording machine. Music and department stores bought them, opening studios where people could have recordings made. Schools and colleges bought them for their public speaking departments. They are being used as a means of recording for the blind. Disks may be played on any type of phonograph, but with fibre, not steel needles.

People with stage ambitions constitute a big market for the studios. Some radio performers issue blanket orders for Speak-O-Phone recordings of all programs in which they take part. Advertising agencies and sponsors also buy them. Men in public life buy recordings of their speeches, some to profit by their mistakes, others to prevent future misquoting. Interviews are often recorded. Austin has in his scrap-book dozens of letters from important personages ordering recordings of their songs, speeches, or events in which they participated. There's a letter on the King of Siam's stationery, written during his visit to the U. S. in 1931, ordering a master set of records of his reception at the City Hall in New York. The set cost the King $100.

Proceedings at sales conventions are often recorded by Speak-O-Phone. Certain companies are also using it in sales training. Large organizations sometimes exchange recordings of salesmen's talks in various localities. Tim Peters, in Detroit, hears Milt Smith, of Dallas, tell how he sold a lot of washing machines in one week; it's much more effective than reading Milt's story in a sales bulletin.

Mr. Austin tells of a sales manager of a big company who had planned an intensive campaign, but found himself stricken with arthritis on the day it was to start. Though bed-ridden and racked by pain, the s.m. insisted that the drive go on. He dictated his talks into the Speak-O-Phone, and, as Austin reports, "They were so enthusiastic, so inspiring, that I caught the spirit myself, and did some pretty good selling of my own product in the next few days."



Speak-O-Phone records the dedication of a hospital.

SALES MANAGEMENT, *published semi-monthly, on the first and fifteenth, except in April and October, when it it published three times a month and dated the first, tenth and twentieth, copyright November 15, 1938, by Sales Management Inc., 420 Lexington Avenue, New York, N. Y. Subscription price $4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. November 15, 1938. Volume XLIII. No. 11.*



WHAT any BOWLING ALLEY can teach every Broadcaster

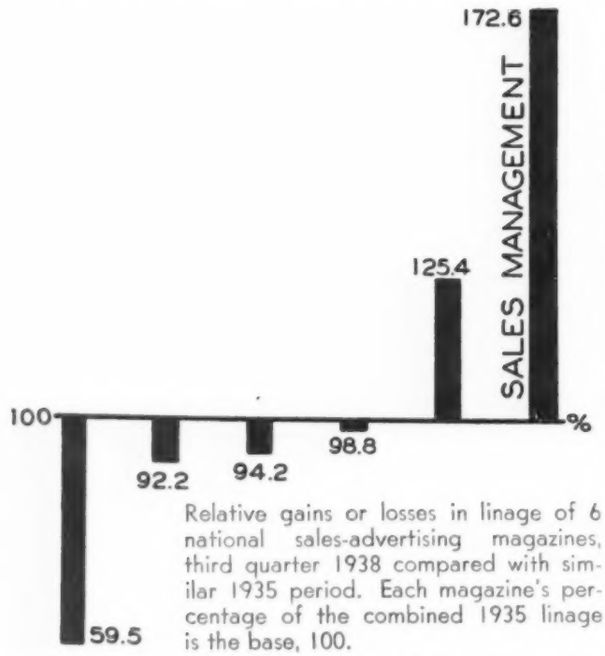
If you want to roll up a big score – in bowling or in broadcasting – it'll pay you to aim straight at the kingpins. And that's where Mutual comes in. For Mutual gives you your choice of leading stations for 19 of the nation's leading 20 markets. Mutual allows you to concentrate your aim on the Major Markets – the worthwhile markets – the profitable markets – then gives you the ammunition to bowl over these giant kingpins of commerce. That's why the Voice of Experience program pulled more mail per station on Mutual than this same program ever did before on any other network...why another Mutual program, for Philip Morris, heard over only three stations (Newark, Chicago and Cincinnati), actually pulled 175,340 letters in four months.

THE MUTUAL BROADCASTING SYSTEM ★ COAST TO COAST

IT'S THE

Mr. E. A. Means,
V. P. in chg. of Sls.,
Bristol-Myers Co., A-b
630 5th Ave., 5/1/39
New York, N. Y. 21417

IN ITS CIRCULATION



Relative gains or losses in linage of 6 national sales-advertising magazines, third quarter 1938 compared with similar 1935 period. Each magazine's percentage of the combined 1935 linage is the base, 100.

There is the simple explanation of SALES MANAGEMENT'S rise.

They are not all "vice-president in charge of sales"—SALES MANAGEMENT'S readers—some of them are "president," some of them are "sales director," "sales manager." But executives of firms which advertise form over 80% of SALES MANAGEMENT'S circulation.

Theirs is the responsibility for making sales at a profit. They have the authority to choose the sales tools. Naturally, then, they make or break advertising schedules.

Media sellers use SALES MANAGEMENT because they know they must sell the men who have to sell the goods.

SALES MANAGEMENT
The Magazine of Modern Marketing
420 LEXINGTON AVENUE
NEW YORK, N. Y.

The system has great appeal for parents, who realize that their children will be glad in later life, to know how their childish trebles sounded. Gimbel Brothers, N. Y. department store, is taking advantage of this tendency. Before Christmas the store will have installed in its toy department a Speak-O-Phone studio where, very likely, many youngsters will say, to their own future amusement, what they want Santa to bring them, how good they've been all year, etc.

Manufacturers of phonographs are said to be pretty happy about the growing popularity of the system, since, because of it, people who might otherwise have been content with radios are now also buying phonographs.

Catalin vs. Criss-Cross Chaos

In preparing the December issue of *Power,* editors over McGraw-Hill way have resorted to none of the ordinary equipment for getting copy ready for publication, such as pen and pencil, typewriter and dictaphone. No, they're doing it the hard way over on West 42nd Street, N. Y. They've taken up saw and chisel and carved the issue out of catalin, a synthetic plastic that looks like ivory.

Actual production on the issue began last February. Since then strange, carved gadgets bearing close resemblance to miniature boilers, turbines and engines have been appearing consistently in *Power's* editorial offices. They came from Editor Phil Swain's Long Island home-workshop. In all, Editor Swain has carved out of catalin more than 100 little "machines," which his editorial partners assembled into 64 different power combinations, using brightly colored rods of duralumin and steel as connecting "pipes." These replicas, modeled in exact proportion, have been photographed (the technique was worked out mathematically to give proper perspective) and with the addition of flow arrows on each picture and a few words of explanatory caption, will make up the December issue of *Power.*

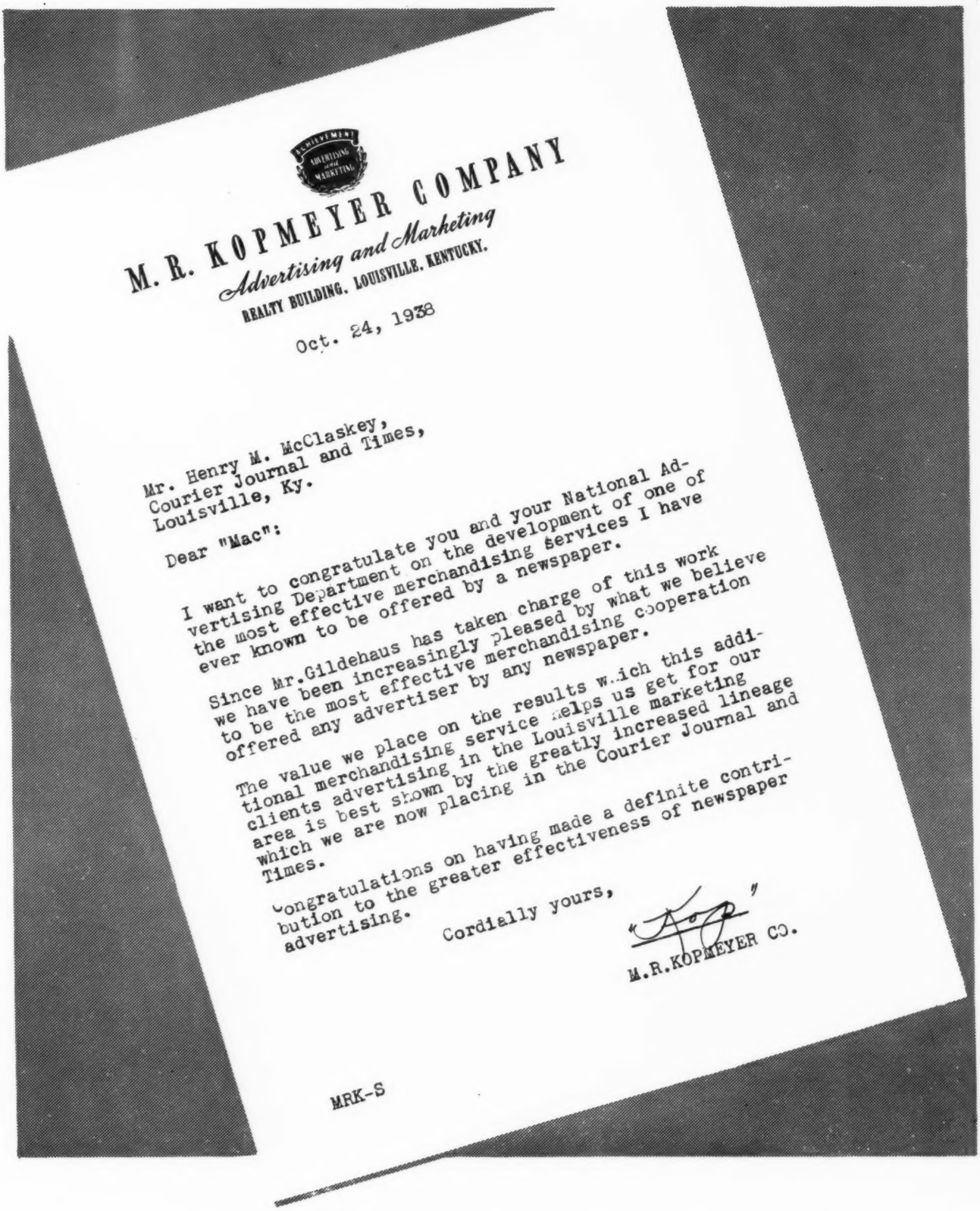
These models are known as "hookups," and the editors explain them this way: "For years power engineers have been making 'hookup' diagrams—sketches showing how steam and water meander around power plants from one piece of equipment to the next. These diagrams were a tangled confusion of solid and dotted lines, squares and triangles—essential preliminaries to any plant design, but a lot of work to unravel and visualize." How to make the presentation of these hookups handy and useful instead of a pain in the neck was the problem *Power* undertook to solve in its coming—Catalin—issue. The model hookups, photographed and reproduced in *Life* style, were the answer. Entire contents of the paper will be devoted to a complete set of hookups in three dimensions which will enable the reader engineer to see them as "real machinery, actually connected, not as a bunch of criss-cross lines."



A "hookup" poses for the paper.

The issue is nearly completed now and *Power* looks back over the work of the past ten months as its most difficult editorial task to date. Statistics like these bear them up: Editorial man hours on the issue will run over 2,500. The more than 100 machines which were carved using lathe, drill press, scroll saw, file and sander, took approximately 800 pieces of "pipe" and about 2,500 pipe bends to complete the 64 hookups. And not counting experiments, the job has required 64 8 x 10 negatives and 320 larger photographic prints.

The Catalin issue will be distributed at the Power Show in New York's Grand Central Palace next month, and one model hookup will be exhibited, spotlighted in a miniature theatre, to show how it was all done.



M. R. KOPMEYER COMPANY
Advertising and Marketing
REALTY BUILDING, LOUISVILLE, KENTUCKY.

Oct. 24, 1938

Mr. Henry M. McClaskey,
Courier Journal and Times,
Louisville, Ky.

Dear "Mac":

I want to congratulate you and your National Advertising Department on the development of one of the most effective merchandising services I have ever known to be offered by a newspaper.

Since Mr. Gildehaus has taken charge of this work we have been increasingly pleased by what we believe to be the most effective merchandising cooperation offered any advertiser by any newspaper.

The value we place on the results which this additional merchandising service helps us get for our clients advertising in the Louisville marketing area is best shown by the greatly increased lineage which we are now placing in the Courier Journal and Times.

Congratulations on having made a definite contribution to the greater effectiveness of newspaper advertising.

Cordially yours,

"Kop"

M.R.KOPMEYER CO.

MRK-S

• This unsolicited letter to our Advertising Director tells why you can expect increased business when you sell Kentuckiana through . . . .

The Courier-Journal. — THE LOUISVILLE TIMES.

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

Sales Management

VOL. XLIII. NO. 11 NOVEMBER 15, 1938

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Notes from the Managing Editor's Desk

Chevrolet has been carrying out a series of tests on protected territories for dealers. Satisfied with the results, the company is gradually extending the plan. We asked W. L. Holler, Chevrolet sales chief, to give SALES MANAGEMENT readers the details. He does so—in this issue. See page 24.

It has become more and more necessary for sales and advertising executives to keep apace with legal matters. Laws affecting distribution and advertising are both numerous and complicated, and, in many cases, the line between what you can do legally, and what you cannot do, is fine indeed. SALES MANAGEMENT has been watching with interest the activities of the Federal Trade Commission in the censorship of advertising claims. The editors are, at the moment, compiling some interesting examples of advertising which has been called illegal, with parallel examples of what national advertisers are doing to hurdle the taboos. Some of this material will appear in an early issue.

Scheduled for January 1: A five-star feature on the South as a market. A whole series of Pictographs will dramatize important facts about the South, which demonstrate the tremendous sales opportunities which exist there.

Please: Send us your comments and criticisms on the October 10 issue.

A. R. HAHN.

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A BILL BROTHERS PUBLICATION

Published by Sales Management, Inc., RAYMOND BILL, *President;* PHILIP SALISBURY, *General Manager;* M. V. REED, *Advertising Manager;* C. E. LOVEJOY, JR., *Vice-President and Western Manager;* R. E. SMALLWOOD, *Vice-President;* W. E. DUNSBY, *Vice-President;* T. J. KELLY, *Secretary;* EDWARD LYMAN BILL, *Treasurer.* Publication office, 420 Lexington Avenue, New York. Telephone, Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone State 1266. Santa Barbara, California, 29 East de la Guerra. Subscription price $4.00 a year. Canada, $4.25. Foreign, $4.50. Member Audit Bureau of Circulation, Associated Business Papers.

Spotlight

A SOUTHERN CHAMPION IN THE SALES PANORAMA



What it takes to make a champ, William H. Charlan, of the *New Orleans Sears Store*, has a plenty. In national competition with 490 Sears Stores his team and the *New Orleans Store* copped the cup for the "best store showing" among all Sears stores in 47 states and the District of Columbia! This means they not only had the greatest increase in sales over the previous year but also the greatest percentage of increase in profits.

Above, salesman Charlan is shown being presented the Gold Cup awarded annually by I. K. Kramer, merchandise manager of the *New Orleans' Sears Store.*

GOLDCUPER

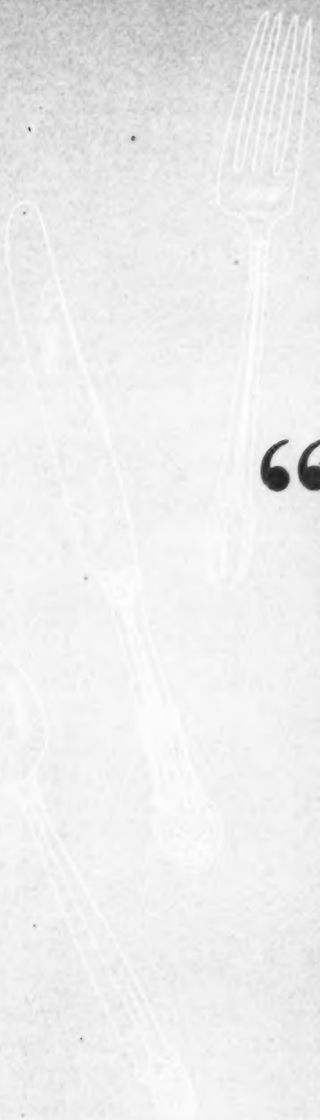
It's been a Gold Cup Year for New Orleans!

Every big department store in *New Orleans* has chalked up sales records. Holmes Store reported the biggest Dollar Day in their history and on the same day Maison Blanche did the greatest single day's business in their history. They also reported the greatest August sales of all time. The latest Federal Reserve Report shows that department store sales in New Orleans are up 2.1% over last year.

You can do a record business in *New Orleans*, too! Do like these big department stores do—advertise in *THE TIMES-PICAYUNE* and *NEW ORLEANS STATES!*

Our national representatives, Noee, Rothenburg & Jann, Inc., have offices in New York, Chicago, Detroit, Atlanta, and San Francisco. Arrange a *New Orleans* schedule with them now!

(Advertisement)



"*Radio sold so much of our silverware because*

. . . it tells a better story in a shorter space of time

. . . it paints a more alluring picture

. . . and gains a more appreciative audience,"

wrote the International Silver Company to CBS *at the conclusion of its first thirteen weeks on the Columbia Network.*

February 2, 1938

Columbia Broadcasting System:

At this time, having completed thirteen weeks of broadcasting on Columbia, I want to tell you just what radio has accomplished for us:

I can put it in a sentence. Radio has sold a great deal of our silverware. But that's not the whole story. Radio sold so much INTERNATIONAL SILVER that we were able to trace the specific effect of our program on our business – a very difficult thing to do in the silverware industry, inasmuch as our product is distributed widely and purchased from the wholesaler by the small dealer.

Our wholesalers' business increased very appreciably while we were on the air, and increased on the combinations we featured in the broadcast. These were expensive combinations, so it is fairly apparent that radio can sell high priced merchandise. The sets we were selling retailed at $59.50 and $89.50. Our product is a hard product to describe. Our patterns must be seen to be appreciated, but Young & Rubicam and the type of program we had, plus Columbia's facilities, moved goods for us.

General conditions are not right, at the moment, for us to continue on the radio. You may rest assured, however, that when things open up we will be definitely radio-minded, inasmuch as we believe we can tell a better story in a shorter space of time – paint a more alluring picture – and gain a more appreciative audience – than we can with the printed page.*

To put it shortly, I am sold on radio for selling our product, creating the desire for good silverware, and telling the story to hundreds of thousands of consumers about what a good investment silverware is.

Yours very truly,
INTERNATIONAL SILVER COMPANY
(Signed) A. L. Zeitung
Director of Flatware Sales



Would you like to know more about radio's dramatic ability to sell a "visual" product like silverware? The answer lies in the power of *five* dimensional pictures. These are the pictures radio uses. These are the pictures that sell goods. Write for a copy of "RADIO'S PICTURES ARE IN *FIVE* DIMENSIONS."

The INTERNATIONAL SILVER COMPANY'S *program,* "Silver Theatre," *returned to the Columbia Network on October 2nd. Produced by Young & Rubicam, the current broadcasts are heard every Sunday evening at 6:00 o'clock over 51 radio stations of the Columbia Broadcasting System and an additional 27 radio stations of the Canadian Broadcasting Corporation.*



EVER HEAR OF "chumming"?

Late in May, the weakfish come to Peconic Bay off Long Island to spawn. And for four months fishermen find sport and fodder for the frying pan among the weaks.

The boats come out early in the morning, line up side by side. As soon as the tide turns, the lines are played out, baited with bloodworms. And the boat captain or mate goes aft and begins to toss out broken pieces of shrimp. That's "chumming"—really feeding the fish.

The bits of shrimp float away on the tide, sink gradually, and eventually come to the notice of the weaks on the bottom. Word gets around that somebody is passing out free lunch upstairs, and the fish start to follow the grubstake trail, snapping at every morsel on their route. Before long, some weakfish has grabbed a *hors d'oeuvre* that has your hook in it. You have a fish on your line, and a struggle on your hands.

The first time you see a fisherman "chum"—it looks like a waste of shrimp. But "chumming" gets results . . . whether you are fishing for fish, for readers, or sales.

This paper believes in "chumming," too; keeps a liberal larder, offers a big bill of fare.

WHETHER a woman is interested in feeding her family or feeding her vanity, in saving money or spending money, losing weight or holding a husband, dressing herself or dressing her house, in world affairs or just the affairs of her own small world—there are experts, authorities and competent specialists to cater to her interest, and all the other interests of all the other women readers.

Some people want facts, and find them in colorful, accurate reporting, in comprehensively gathered and conscientiously sifted news. Others, tired of facts, want entertainment—find it in the comics, columns, fiction.

There are four first rank business writers on our financial pages; more than six big name and big time sports reporters on our sports pages; first rank reviewers for stage, movies and society; Pulitzer prize winners and world famous radio commentators on our radio pages; scores of news pictures and new pictures in every issue.

And the largest evening circulation in America, more than 600,000 copies daily and above 1,050,000 on Sunday; and the respect and confidence of a readership held through two generations—is full justification of this lavish policy and practice.

WHEN you bait your advertisement and toss it in the great tide of Journal-American circulation, it is in the path of a million pairs of eyes and a million minds, drawn from page to page by scores of optical lures, varied interests and attractions. And with its visibility multiplied in this great market place, your advertisement has more chance to sell, and to profit!

The editorial policy and provisioning of this newspaper makes a great medium. Its readers make a major market. And the recently reduced rates give the Journal-American the lowest standard-size milline in the New York field . . . give your advertising dollar new stature and productiveness! Study today's Journal-American before you make up your next New York list!

NEW YORK JOURNAL-AMERICAN

Represented nationally by **HEARST INTERNATIONAL ADVERTISING SERVICE,** *Rodney E. Boone, General Manager*

New York • Chicago • Detroit • Philadelphia • Pittsburgh • Boston • Rochester • Baltimore • Atlanta • San Francisco • Los Angeles • Seattle

HERE'S YOUR KEY

to the "MAGIC CIRCLE"



The "Magic Circle"... Los Angeles A.B.C. City Area is a 700 MILLION DOLLAR MARKET. This compact, densely populated circle embraces 70.3% of Los Angeles County's population and accounts for 75.9% of the county's total retail sales.

"Los Angeles, Key to the Southern California Market," contains valuable marketing information. Write for your copy today!

Do you want effective, economical coverage of a compact, fertile market? Of course you do; that's what makes advertising campaigns "click." Where is this market? The 10-mile Los Angeles A. B. C. "Magic Circle" market. Where is the key to this market? The Evening Herald and Express, because it gives you the largest and most thorough available daily coverage of the "Magic Circle." This newspaper is bought and read by 60% MORE A. B. C. families than any other local daily. Here's your key . . . unlock the door to more sales NOW!

LOS ANGELES EVENING

HERALD AND Express

NATIONAL REPRESENTATIVES: PAUL BLOCK AND ASSOCIATES

NEW YORK CHICAGO DETROIT PHILADELPHIA BOSTON SAN FRANCISCO LOS ANGELES

Life—you can't escape it!

YOU are living in a time packed with vital happenings.

From all over the world comes news of vibrant, often disturbing, significance—news that creates broad issues on which great masses of people cannot agree.

This is the life of today—*you can't escape it*.

And LIFE, the magazine, is edited to an honest facing of this reality. LIFE accepts its obligation to show its readers vigorously and fairly the tremendous happenings of our times—the news of war, of embattled political forces and of conflicting social factions.

LIFE presents these subjects in a *new* and interesting way that, for the first time in magazine history, makes *millions* read and absorb. For LIFE has created a new form of journalism . . . journalism that fuses pictures and text to present the problems and issues of the world with new candor and clarity.

The American people have shown how eager they are for this type of magazine by making LIFE the most outstanding success in all the history of publishing—by paying out more money for LIFE each week than has ever been paid for any magazine—by buying and subscribing to over *2,200,000 copies weekly*. Thus they have tangibly applauded the way LIFE presents the *facts* on even the most disturbing of subjects.



POLITICS FROM LIFE

Politics—Through all the high tension and partisan feeling roused by politics this year, LIFE has quietly let its readers see just what was happening. LIFE has shown the candidates as they are, reported the revival of the Republican Party. In state after state, LIFE has revealed the blatant ballyhoo, razzle-dazzle, circus tactics, and conscienceless promises that raise tragic hopes.



FROM LIFE'S LABOR NEWS

Labor—Labor is a vital, far-reaching problem, not only to the Front Office but within the ranks of Labor itself. LIFE has extensively reported on Labor, has shown what is happening and why. And with actual pictures and truthful text LIFE's reporting makes obvious those specific problems that are harassing both Capital and Labor.



FROM LIFE'S ESSAY ON RELIEF

Relief—LIFE has let the taxpayers see just how their own pocketbooks are hit by America's $2,900,000,000 Federal Relief Bill this year; let them see how a great deal of this money has been used to make life endurable for the unemployed—and how some of it has been used for political gain.

Roosevelt—To a greater degree than any previous President, Roosevelt's every move is of interest and importance to America's millions. LIFE tells you what the country actually thinks of him, wherein lie his strength and his weakness, what part of his program the *majority* of the electorate will continue to support and what part it won't.





FROM LIFE'S "WHAT YOU THINK OF ROOSEVELT"



EUROPEAN NEWS FROM LIFE

Europe—But it is from Europe that comes the most important news of our



time—*Europe*, where conflicting political ideologies rock the entire world.

It is of tremendous importance to American democracy to understand thoroughly what is going on overseas. **LIFE** has conscientiously undertaken the task of showing and telling its readers—of helping America understand the whole confusing business. Toward such an understanding, **LIFE** has given a notable succession of illuminating and searching picture-word essays on European countries and peoples and rulers.



FROM LIFE'S WAR COVERAGE

War—Most *violent* of all news is war. And **LIFE** shows war ***as it really is!***

The whole purpose of war is ***destruction***. **LIFE** shows it thus—shows pictures of things and persons destroyed or being destroyed—though we fully know that realistic war pictures shock and outrage thousands of readers. But the dead of war have indeed died in vain if live men refuse to look at them.

• • •

Thus, **LIFE** keeps its readers informed, not deluded, about the world they live in. Thus, through its new kind of pictorial journalism, **LIFE** promotes a sane, ***factual*** understanding of our time, our people, and our problems. Having learned this about **LIFE**, millions read it with confidence and enjoyment each week.

It is not strange, therefore, that **LIFE**, America's newest editorial force, has already established itself as America's ***most potent editorial force!***

LIFE

"AMERICA'S MOST POTENT EDITORIAL FORCE"



OUR COWS GIVE TEA AND COFFEE

Milk is money to us FARM JOURNAL readers. Money that pays for drip-ground-coffee, India tea and all kinds of things we find in the better stores. We FARM JOURNAL readers treat our barns as factories, our cows as employees because we want cash to spend. Ours is a paved, wired, motorized world. We go to town, able and anxious to buy, having money to buy with. For FARM JOURNAL's four-day-writer-to-reader service helps us produce money-crops, sell in money-markets, and buy money-values for our 1,400,000 families. Yes milk, America's number one money-crop, is *cash* to spend with you. What have you to sell?

FARM JOURNAL *Washington Square, Philadelphia*

Delivers 1,400,000 Families Whose Crop is Money

Significant Trends

As seen by the Editors of SALES MANAGEMENT *for the fortnight ending November* 15, 1938:

Upward Spiral

Possibly the best assurance of continued progress in sales volumes rests in the fact that the sequence of events is closely paralleling the broad pattern of the economic cycle which has repeated itself time after time throughout industrial history. Once an uptrend is initiated the pattern resembles a spiral stairway winding ever higher. Recovery forces operate in sequence, with each step being the *effect* of preceding lower steps and in turn becoming the *cause* of succeeding higher steps.

● ● ● According to an analysis made by Brookmire, the earliest steps in the sequence have always been in the financial sphere, when accumulating surpluses go in search of investment thereby strengthening the prices first of bonds and then of stocks. Deposits began to rise early in 1938, stock prices early in April. The next step is a rise in the production of consumer goods to the consumption level, followed by upswings in durable goods and construction.

● ● ● We seem well on the way up a spiral stairway which Brookmire characterizes as follows: "The probabilities are growing that the peaks attained early in 1937 will ere long be passed by this cycle."

● ● ● Building may be the bellweather of the business rise. October building figures were little short of sensational. Contracts awarded during the first half of the month represented the highest daily rate since 1930. As compared with a year ago the increase was 87%, including gains of 61% in residential, 127% in public works and 88% in the "non-industrial" classifications, which include institutional building financed by public funds. During the fortnight the gain in business activity pushed the *Business Week* index to 101.3—the first time in a year that the index has passed 100 and the first time a gain has been shown over the year-ago figure.

● ● ● Chapin Hoskins and Edward R. Dewey have for several years supplied to their clients a sensitive weekly index of general business conditions which has been uniformly accurate. Records show that they predicted the downturn well in advance of the happening, timed its duration and forecast the approximate drop. They have developed a "directional index of business" which indicates the probable course of business for weeks and months ahead. Currently this index indicates continued good business through November and most of December, to be followed by a slight downturn and "after January the directional index may be expected to turn upward again."

● ● ● Babson's Reports likewise make forward predictions and their city forecasts of January business vs. January of this year show striking gains for many cities. Numerals following the city names indicate the probable percentage increase in value of business. Akron 5, Albany 25, Atlanta 5, Charlotte 15, Chattanooga 10, Chicago 10, Dallas 5, Davenport 10, Denver 15, Duluth 5, Fall River 15, Grand Rapids 15, Harrisburg 20, Hartford 15, Houston 5, Indianapolis 10, Kansas City 10, Los Angeles 10, Milwaukee 5, Minneapolis 5, Nashville 15, Newark 5, New Orleans 15, Oklahoma City 5, Peoria 5, Philadelphia 5, Pittsburgh 5, Richmond 5, Rockford 5, St. Paul 10, San Francisco 5, Spokane 5, Syracuse 5, Trenton 10, Washington 15, Wilmington 15, Worcester 15, Youngstown 10. The great majority of other cities of their list of 150 are marked no change over a year ago.

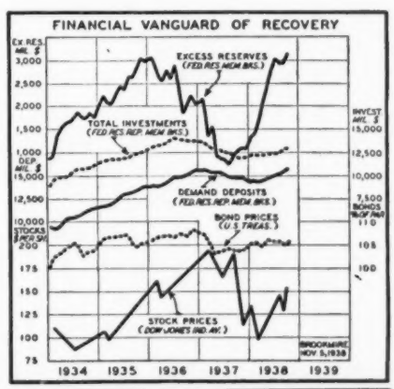
● ● ● Babson picks Atlanta as the "city of the month." It is chosen as a current leader of those cities offering relatively good sales opportunity.

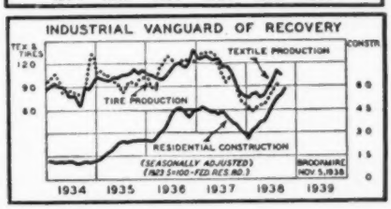
Silence Not Golden

Most salesmen and most sales managers make the mistake of assuming that the prospect has more knowledge of a product or a policy than he actually has. The truth of this is shown convincingly by a test made by the Kroger Grocery and Baking Co. According to the Kroger figuring, the proposed chain store tax bill, sponsored by Representative Patman, would, if enacted into law, wipe out the investments of 26,891 Kroger stockholders and throw 22,000 employes out of work.

● ● ● "It would levy on your company in addition to other taxes the fantastic sum of $72,456,000 annually. This sum is more than double our annual payroll, is $15,000,000 in excess of our total assets which have been accumulated during 53 years, and is 25 times the aggregate of dividends paid in 1937."

● ● ● It would seem safe to assume that with all of the publicity given to the proposed Patman bill the majority of Kroger stockholders would know about the bill and the threat it presents to their investments, yet a test made among the stockholders showed that only 9% knew that such a bill was pending and what it covered, 22% knew vaguely of the bill but didn't realize that it would have any effect on their investment, and 69% apparently had never heard of the measure.





These Brookmire charts show the "normalcy" of the present recovery; First, (top) an upturn in money looking for investment, followed (bottom) by expanded production of typical consumer lines.

● ● ● The National Advertising Service, representatives of college newspapers, recently surveyed 4,000 undergraduates on 31 leading campuses asking them a series of questions similar to those asked by SALES MANAGEMENT last April in the public relations study made in Muncie, Ind. Students were shown a list of 18 companies and asked to indicate the one company which led in various fields. Responses to the question "Is the company a leader in research work?" showed du Pont well ahead of the field, followed by General Electric and Westinghouse. Ford Motor Co. had an overwhelming lead in "fairest to its employes," followed by AT&T and Eastman Kodak. These college students believe that AT&T gives best value to consumers, with Ford and General Motors not far behind. AT&T likewise was ranked first as having the highest regard for the public interest, followed by Ford and GE, du Pont was regarded best in making the highest profits, followed by Aluminum Co. and U. S. Steel (the latter being a very wrong answer).

● ● ● In answer to the omnibus question "Which company is of greatest over-all importance to the American people?" AT&T ranked first with 39.8%, followed by U. S. Steel 15.9%, General Electric 14.1%, du Pont 9.3%, Bethlehem Steel 4.8%, General Motors 4.3%, Westinghouse 3.9%, Western Electric 2.7%, Ford 2.3%, International Harvester 1.5%.

● ● ● An interesting compilation has been made by the National Retail Dry Goods Association covering profits and turnover in 30 important departments of 300 leading department stores. It bears out the contention made by most national advertisers that turnover is far more important to the storekeeper than gross profit. Of the five departments which carried the highest percentage of gross profit only two operated at a profit. The two profit-making departments each had a higher-than-average turnover. The five departments which ranked at the bottom of the list in gross profit had a far better profit showing, with four out of five turning in profits. These all had stock turnovers higher than the general average.

Advertising and Monopoly

Executives who administer large advertising appropriations are urged to read the arguments made by Assistant Attorney-General Arnold in the consent decrees covering the automobile financing anti-trust suits of Ford and Chrysler. He devoted considerable space to a theory that advertising may be a monopoly controlled device, contended that the anti-trust laws would be furthered if advertising is limited to its proper function of building up consumption, "and if restrictions are placed against its use for the purpose of giving a monopoly advantage to the competitor with the largest pocketbook." He referred particularly to competitive advertising of "common products," like gasoline and milk.

● ● ● "With the advent of modern advertising the trade name has taken on a new use. By a variety of modern refinements upon the methods of the circus barker advertising is used to build up public preference for the products of one producer solely because he has the most advertising money and can make the most noise." As applied to Ford and Chrysler, that part of the consent decree dealing with advertising calls for the motor companies to discontinue the practice of advertising any one finance company in connection with installment sales of their products.


The Fords Tell Their Plans for 1939

The Fords have personalized their business successfully. Perhaps that is a primary reason for the company's high ranking in the college survey as being fairest to employes and having highest regard for the public interest.

● ● ● It is possible that open hearings on the subject of competitive advertising will be held by the anti-monopoly committee, but it is doubtful whether congressional members will be inclined to endorse any advertising amendments to the anti-trust laws.

● ● ● We have read many explanations of the economic usefulness of advertising, but none so good as the address made on November 2 before a group of manufacturers' representatives by H. B. LeQuatte, president, H. B. LaQuatte, Inc., the New York advertising agency. He admits quite frankly that the consumer pays for advertising and that "the consumer also pays for executive salaries, salaries of the sales representatives, office people, factory worker, cleaners and night watchmen, cost of raw materials, plant upkeep, depreciation, overhead, bad debts, collections, accounts, stationery, telephone calls, freight and a lot more I have left out."

● ● ● He suspects advertising is a target for criticism because it is conspicuous, because it is out in front where the eggs are thrown. Most of us do not see collections made and charwomen sweeping up the plant.

● ● ● After admitting that consumers pay the cost of advertising and advertising adds to the cost of the product, he asks and answers a final question, "Is advertising economically justified?" In answering he uses simple illustrations of successfully advertised products. For example, the advertising cost of a $15 camera is 45 cents. "It is a far better camera than that which sold ten years ago for $30, the advertising cost of which was probably more than 45 cents. But, assuming it was the same as it is today, the consumer's investment of 45 cents in advertising has made him a return of 3,200%. This is the direct cash value return. There are other dividends. The modern camera takes better pictures, is available in many colors, sizes and styles."

● ● ● After citing similar examples in diverse fields he answers a question about profits by saying, "As for the manufacturer's own profit, advertising makes no conscious effort to increase it per sales unit. That is a problem for management. Advertising undertakes to enlarge profits only by expanding sales . . . It doesn't swell profits, it accelerates them."

MEN IN THE MARKETING NEWS



1



Bourke-White from Pictures, Inc. 2

1. Builder: C. L. Von Egloffstein becomes president of Certain-teed Products Corp., N. Y., manufacturer of building materials. He was executive v.-p. of Holton, Richards and Co., industrial management consultants, having been with that organization since 1924.

2. In and Out: Walter G. Baumhogger, president of Certain-teed since 1936, has been elected chairman of the executive committee of United Cigar-Whelan Stores Corp., N. Y. He has been devoting half his time to the latter firm since July, and resigns from Certain-teed to give United-Whelan his full time. For 16 years he was with Montgomery Ward as gen. merchandise mgr. and v.-p. in charge of retail stores.

3. Corkers: C. J. Backstrand (3a), gen. mgr. of the floor division of Armstrong Cork Co., Lancaster, Pa., has been elected a v.-p. Frank E. Stevens (3b), gen. mgr. of the industrial division, has been elected a v.-p. and director. H. R. Peck (3c), gen. mgr. building materials division, is also promoted to a vice-presidency.

4. Better Farmer: Boyce W. Knight is named ad mgr. of Oliver Farm Equipment Co., Chicago. He served Ensign Carburetor Co. for 13 years, part of that time as v.-p. Joining Oliver three years ago, he started a monthly house organ *Better Farming*, which he will continue to direct, as well as handling general advertising.

5. Veteran Advances: Carroll E. Johnson, who joined International Harvester, Chicago, in 1903, is appointed asst. ad mgr., succeeding A. C. Seyfarth, who moves up to ad mgr. Mr. Johnson headed the copy department from 1915 to the present.

3a *Blackstone* **3b** *Harris & Ewing* **3c**







4



5 *Root, Chicago*



8



6. N-K Trio: Harry Parsons is appointed s. m. of the Kelvinator range and water heater section of Nash-Kelvinator Corp., Detroit. He has had 20 years' experience in merchandising electric appliances. J. Nelson Stuart (6b), for the past seven years ad and sales promotion mgr. of Delaware, Lackawanna and Western Coal Co., N. Y., will henceforth fill the same position for N-K's Kelvinator division. J. Truman Steinko (6c), steps into the same post for N-K's Leonard division.

7. Carborundum Promotions: Carborundum Co., Niagara Falls, elevates Charles Knupfer (7a), former gen. s. m., to a vice-presidency and board membership. Henry P. Kirchner (7b), works mgr., also gets a v.-p.'s title. Arthur Batts, secretary, goes on the board of directors too. All three are old-timers with the firm, Mr. Knupfer has been there since 1907, Mr. Kirchner since 1919, and Mr. Batts since 1901.

6a **6b** **6c**







9

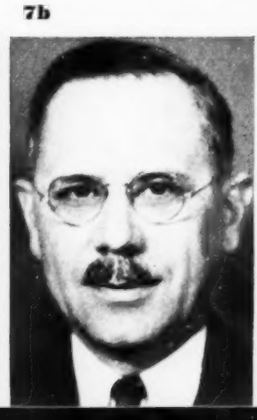


8. Henchman: P. B. Zimmerman, for the past year v.-p. in charge of sales for Norge division of Borg-Warner Corp., Detroit, moves to v.-p. and assistant to the president, Howard E. Blood.

9. Baker's Man: Walter J. Kansteiner is appointed western bulk s. m. of Walter Baker & Co., division of General Foods, with headquarters in Chicago. He has been active in the confectionery, ice cream, and baking industries in the Middle West.

7a **7b** **7c** *Blank-Stoller*







BY
JOSEPH L.
NICHOLSON



Jay Hormel, president of the Hormel Packing Co., testifying before the Senate Unemployment Committee, was eloquent in defense of the annual wage plan used by his company. It has stepped up worker efficiency by from 10 to 20%, he said: has given the men more leisure and lulled labor unrest.

Wide World Photo

The Annual Wage Plan: A Step Toward More Stable Markets

HOW will sales be benefitted by the Annual Wage Plan whereby an employe is guaranteed a yearly wage? The plan involves a contract between employer and employe. The employer agrees to pay his employes a specified minimum wage each week, regardless of whether they work or not. The employes, for their part, agree to repay all advances made in slack periods from their excess earnings in busy times. It is self-evident that such a plan is appealing from a humanitarian point of view; but here we are interested in its practical effect on individual businesses and recessions.

Let us look behind the "business cycle" which economists so frequently give as the cause of recessions. To the victims it is a matter of unemployment and loss of purchasing power. The vice-president of an automobile accessory factory, employing some 6,000 people, recently said to the writer:

"I have laid off 25% of my employes and reduced the wages of the rest 20%."

"That is a swell job in cutting expenses," I said, "but aren't you stabbing yourself in the back? These people are customers."

Multiply his action by thousands of other employers who have done likewise; people have been thrown out of work, purchasing power has been reduced. The result is a loss of customers to everyone.

We are so accustomed to thinking that production is the prime concern of business that we forget that its success depends upon having customers to buy its products. Until the past few decades we have been a nation with a rapidly expanding economy. Emphasis has been on the production of more goods, the building of more railroads and the establishing of more farms. The days of rugged individualism are over, days when we could kick our customers in the face if it was to our advantage to do so. In order to succeed, industry must treat its customers with calculated kindness. We are each others' customers and no one of us can afford to abuse the other.

When the vice-president of the above-mentioned company said he had laid off 25% of his workers and cut wages 20%, what was the ultimate effect on his business? Those who went on relief increased his tax burden; those whose wages were cut reduced his buying public; those who were left without support, no doubt, smashed his window-panes.

Not long ago William L. Batt, president, SKF Industries, Inc., and recently elected head of the International Management Congress, wrote in *Dun's Review:*

"Even though all employes and many employers maintain that a workman is not a machine, most employes would be physically better off if they were treated like machines. This could be amplified in many ways and at great length. I want to make just one point. We buy our machines outright, except in a very few cases where they are leased, and after we have acquired them we must keep them, in good times and bad. No machine manufacturer would consider renting out a valuable machine on the basis that rent was to be paid for it only when it was in use, and that it need not be taken care of when a plant shutdown made it idle. Yet that is the way the custom of years has arranged things with our factory employes.

"Speaking impersonally, it is not only inhuman, it is shortsighted; for when men are laid off without wages they cannot buy. Inevitably all of what industry pays in wages ultimately comes back through sales, despite the fact that the workman usually does not buy directly what he produces. Even

though probably none of our company's employes buys a roller bearing for his own use, many of them do buy them as ultimate consumers when they buy an automobile. They even, by great indirection, buy the bearings we make for factory shafting when they buy the cereal food or the shoes that are made in factories which are equipped with our shaft bearings. . . .

"Business can continue to exist only if it is a useful servant of society. It has no vested rights. It operates under a charter from society. If it fails to serve society it will in time die from lack of nourishment. But before that happens, society may take the matter into its own hands and revoke the charter, which it has the moral right and the undoubted power to do. If society at present cannot do that legally it can pass laws which will make it legal."

In Any Case, Business Pays

Responsibility for those thrown out of work has been forced upon the Federal, state and local governments. More than $19,000,000,000 have been spent for relief in the past five years. Virtually all of it has been financed through borrowing. Who is to pay this bill? Taxes have risen steadily. As taxes rise so do prices, at the expense of employment and wages. Taxes are now almost equal to our food bill.

Let us look at the amount of taxes in the 1937 annual corporation reports. The General Electric Co. reports that taxes for last year were 54% higher than for 1936. The Consolidated Edison Co. of N. Y. paid an average of $1,176 per employe in taxes for 1937. It is estimated in 1937 that for every $100 paid for wages in the automobile industry, approximately $40 was paid in taxes; for every $100 paid for wages in the rubber industry, approximately $35 went for taxes. In the chemical and food industries for every $100 spent for wages, approximately $30 and $32, respectively, were paid in taxes. What an increase even a portion of the taxes paid by business would make to wages!

The government cannot solve the tax problem alone. The longer business delays its own attack on unemployment the more impossible it is for people to find work, for the property owner to pay taxes and for the investor to put capital in new enterprises.

What do all of us as good customers need first? Not a chicken in every pot—some of us might be vegetarians; not a right to a job—we might not be fit to hold it. What we need primarily is purchasing power and the steadier it is, the better for business. We want to know that we can depend upon our pay checks each week if our work is satisfactory.

The annual wage plan is designed to do just that. Employers may say they cannot risk it; but because they are not doing it, are they not paying more than it would cost them in taxes and getting no benefits?

The annual wage plan is not new. It has been in operation in the Hormel packing plant since 1933 and in the Nunn-Bush Co. since 1935. It was started in the Paterson Manufacturing Co. in 1937. Since 1923 the Procter & Gamble Co. has had a guaranteed work plan.

Wages in the past have been set from the production standpoint, so that management takes the least risk. There is not the incentive to regularize production where piece rates are paid and too many goods are produced since employes can be laid off. The same applies to those paid on an hourly basis. The employe not only has to go without wages, but his inactivity frequently makes him less able to earn as much. Certainly an employe, and we must not forget that he is also a consumer, cannot live by the piece or the hour. He lives by the year. The employer who desires the loyalty of his workers—and, at the same time wants sales for his goods—should remember that his employes are customers of his customers and it is to his own advantage that they have a regular pay check. To make the annual wage plan possible puts the responsibility on management, but it also pays direct rewards.

The guaranteed income system for payment of factory workers has been strikingly successful in a limited way in this country. Should industry's leaders not seek to broaden its application both for what it does for labor and—equally as important—for its potential power as a means for holding markets on a more even keel?



Jay Hormel, president of the Hormel Packing Co., recently testified before the Senate Unemployment Committee that the annual wage plan had increased the efficiency of his workers from 10 to 20% and had given them more leisure.

Benefits Are Concrete

Meat packing is highly seasonal. Most farmers choose to sell their stock in the Winter when they otherwise would have to bring them in from pasture and feed them grain. The result was very irregular employment and pay for the workers at the Hormel plant. Now the sales are estimated a year in advance. Experience tells them the labor cost for the year. The amount allotted to each employe is paid in 52 installments throughout the year. If sales exceed the estimate, a bonus is paid; if sales fall off, the men owe the company a certain amount of work to be done the following year.

The total indebtedness created during slack seasons is accepted as an obligation by the men as a group, and each worker agrees to allow his later earnings in excess of the minimum to be credited to the company until he has repaid all that has been advanced to him. The group also agrees to guarantee the company against loss by men leaving who have overdrawn; the amount overdrawn is to be made up proportionately by the entire group.

The company feels that this plan is of benefit to it, since it is not obligated to make work in slack seasons and the workers are not tempted to drag it out as they quite naturally would be at such times. A second benefit for the company is that the plan enlists the hearty support of the workman's wife because of her desire for a regular pay check. *Wives can make or break labor unrest.*

In contrast to the Hormel plan, the Nunn-Bush Shoe Manufacturing Co. does not attempt to estimate its total annual wage cost, but does guarantee its employes 52 weekly payments, the amount being adjusted up or down with the rise or fall of shoe prices. The company claims that the steady wage is advantageous in keeping up the morale of the workers and thereby

increasing their productivity.

Procter & Gamble has a guaranteed work plan which insures an employe who has been six months with the company and who is earning less than $2,000, 48 weeks of work a year. Because of this regularity of employment, it is estimated that 80% of the employes own their own homes. The company claims large savings because the labor turnover is practically eliminated.

There are, of course, problems in introducing the annual wage plan. Business will offer the valid objection that it is a fixed charge that might be disastrous in a prolonged depression. This is indisputably true. Against this must be weighed the advantages stressed by those who have already adopted an annual wage plan.

Chief of these advantages is freedom from labor troubles which are an ominous cloud hanging over every business. Labor disturbances have come to mean loss of life, destruction of property, interruption of work, loss of orders and a general lowering of efficiency and morale. Strikes during last year cost the automobile and steel companies millions of dollars. Therefore, such insurance against labor unrest as the annual wage plan affords is a good investment.

Production Is Stabilized

Much can be done to better present conditions and make the annual wage plan possible in almost every business. Procter & Gamble, before adopting the guaranteed work plan, had a fluctuating production record running between intense activity and complete shutdowns. Their sales were made through jobbers who would rush to place orders before prices went up or withhold orders if they thought prices would fall. Procter & Gamble's problem was to regularize production through a more uniform flow of orders. This was accomplished only after spending some $2,000,000 in organizing their own sales force. The company officials are emphatic in maintaining that the cost was justified in increased productivity of the workers.

It is possible that many firms that think they cannot have an annual wage plan could do so if their managements would adopt better merchandising methods as in the case of Procter & Gamble; or, if they would manufacture new products during off seasons, or find new uses for their present products, or study methods of shifting employes from one class of work to another to prevent lay-offs.

We have only to turn to the remarkable record of regularizing employment made by many Wisconsin firms to see what can be done. A direct financial incentive to stabilize employment is provided by the State Unemployment Compensation Committee which adjusts its premiums to a firm's regularity of employment.

Another method of attacking irregularity of employment might be to lower prices in periods of declining business. Ford has been a leader in stimulating sales through price reductions. The resort to high pressure salesmanship and installment selling has proved expensive for business because it encourages sales which cannot be maintained in a period of decline. As has been previously stated, much emphasis has been put on production research and not enough on consumer research.

In its effort to anticipate potential demand, business erects new plants and hires additional labor. A surplus results which means wholesale lay-offs of workers. General Motors last Winter so over-anticipated demand that they had to lay off 30,000 men.

Relief paid through taxation is the most expensive means of dealing with unemployment. It necessitates a bureaucracy interfering with business, with government officials sending out forms by the ton. Inadequate legislative cures are inevitable unless labor, which is a consumer, is given reasonable treatment. We denounce Communism and all forms of dictatorship, but they are sure to come unless industry is prepared to face the problem. The annual wage plan offers a promising challenge to management.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Journals and Dealer Helps]

Kellogg's Hot Stuff

In cold weather cold cereal sales nosedive, for most people prefer a warm breakfast food. To offset this seasonal dip, Kellogg Co., Battle Creek, is publicizing its corn flakes as the "Piping Hot Breakfast."

"Put Kellogg's corn flakes in a pan and heat them in an oven; pour on *hot* milk or cream and sugar," full color pages in *The American Weekly, Ladies' Home Journal, Woman's Home Companion, McCall's, Good Housekeeping, True Story, S. E. P., This Week, First Three Markets Group, Metropolitan Sunday Newspapers* will advise. Supplementary newspapers will carry the page in black and red.

Trade papers, dealer helps, 50 stations of the NBC-Red network, and a CBS c-to-c program provide additional heat for corn flakes. J. Walter Thompson's Chicago office is the agency.

Shavers and Watches

Ingersoll - Waterbury division of Waterbury Clock Co., Waterbury, Conn., appoints Badger & Browning, Boston, to handle its ads. A campaign on its $7.50 electric shaver and its variously priced watches will drum up Christmas trade.

The shaver is plugged by pages in December and January issues of *Esquire* and in 38 undergraduate college magazines from the *Princeton Tiger* to the *Arizona Kitty Kat*. Both watches and shavers for gifts are called to the attention of *Look, Life,* and *The American Weekly* readers.

Finally, space in *Farm Journal, Successful Farming, Southern Agriculturist,* and *Mickey Mouse Magazine* will urge gifts of Ingersoll watches. The company's line of timepieces with M. Mouse's picture thereon are, of course, a "natural" for the last-named children's magazine.

Cheerful Cleveland

The Higbee Co., Cleveland department store, is dispelling false and misleading gloom about the city with a series of newspaper ads there. Says C. L. Eshleman, president of Griswold-Eshleman agency in charge, "The series had as one objective the reselling of Clevelanders on Cleveland, and to make them feel that things here are not quite as black as might have been painted by gossip in the last six months."

A typical ad is headed "Just what is the future of Cleveland?" and recites such facts as "3,052 manufacturing industrial concerns with hundreds of millions of dollars invested in Cleveland. . . . These companies located here because Cleveland is at almost the exact center of American industry—materials can be bought here more cheaply, finished goods sent to more markets, more economically. Even in the last six years of depression 382 new business units located in Cleveland. . . .

"We have one of the lowest tax rates of any of the 13 largest cities in the country. . . . Bonds selling above par. . . .

"Republic Steel reaffirms its faith in Cleveland's future by building the world's largest strip mill here. Fisher Body installs huge new presses. . . . Lincoln Electric adds 200,000 square feet of new manufacturing space. . . .

"Of the 280 major manufacturing industries in America, 194 are represented in Cleveland. This city has so broad a foundation that it stands to benefit by business improvement in almost any line."

Mr. Eshleman points out that his own agency's billing, "representing a good cross-section of Cleveland and northern Ohio," is only 12% under 1937, and last year "represented the largest billing since our agency was formed."

The series is recommended to other communities suffering from the nervous twitch caused by misinformed gabble.

Edie Is a Lady

No relation to the famous timid bull, Ferdinand, is Golden State Co.'s "Mrs. Cow." Otherwise known as "Edie," she is lending an air of mirth to the dairy products firm's grocery trade paper ads. "No carry-over here—Mrs. Cow is a daily sell-out," read the first of the series, and the moral concerned rapid turnover. "You get a gross profit of one and one-half to two cents on every quart. All she gets is grass profit." "Edie is a lady and a damned fussy one too," read another headline. "Any clover she eats has to have four leaves."

Grocers are paying attention to the ads, says Helen Ennis, account executive for the San Francisco office of N. W. Ayer, "It's time for a radical change in trade paper advertising, with some of the solemnity left out. Give them a laugh and merchants are more likely to remember the message."

Xmas Cards Almost Free

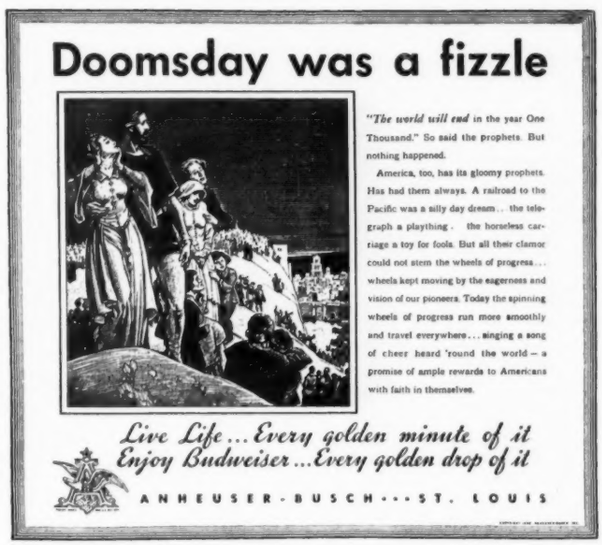
This should be a busy Christmas for the postman, because Bab-O and Royal Desserts are going to give us all packets of greeting cards. "Give," that is, for a label or a box front (no reasonable facsimiles) and a nominal sum.

B. T. Babbitt, Inc., N. Y., offers "18 beautiful Christmas cards for only 25 cents and a label from a can of Bab-O, the grease-dissolving cleaner." The company's agency, Blackett-Sample-Hummert, Chicago, tells grocers in trade papers "If six cards meant hundreds of thousands of extra sales last year, think what 18 can do for you this year. . . . We're putting the full power of our big NBC network show 'David Harum' behind it. . . . Plus two announcements daily over Station WOR. . . . Advertisements in over 100 newspapers."

Standard Brands' Royal gelatin and Royal Desserts (through J. Walter Thompson, N. Y.) has Graham McNamee do his bit to boost stamp sales by announcing its card premium on the Rudy Vallee (NBC) program: Ten cards for a thin dime, and a box front.

Most Important Job

Anheuser-Busch, Inc., St. Louis, believes that "the most important job in America today is to sell a calm assurance of the future of America and its generous offer of rewards to each and every American who has confidence in himself. To sell confidence in the foundations laid down by our pioneer forefathers."



With such handsome, impressive ads as this, Anheuser-Busch is doing an institutional job in newspapers instead of talking about its size, its age, the taxes it pays. The series is "designed to help quicken the return, not of the prosperity of the late 20's, but of the time when every man in America is on a payroll."

In 930 newspapers, the country's largest brewery is running a series "designed to reflect A-B's confidence in the future of America . . . A-B's investment in America's Tomorrow."

The series, done by D'Arcy agency, St. Louis, is dignified, though not stodgy, with such headlines as "All Frontiers Are Fickle." Copy in a typical ad continues "Frontiers have always blustered and fought back—and then given lavish treasures to those who would not be bullied . . . by the threatened danger of today or the fear of tomorrow."

Blue Coal's Biggest

Delaware, Lackawanna & Western Coal Co., N. Y., proudly advises its dealers "We have the strongest selling campaign in the fuel industry" to put over its "blue coal."

Backing up the statement it cites ads in 650 daily and weekly newspapers; "The Shadow" radio program on 19 Mutual Network stations; a sound movie, "The Mining and Preparation of Blue Coal," for consumer showing; ten slide films for employe training, plus training schools; a raft of direct mail pieces; and novelties for dealer distribution all the way from pencils to thermometers.

The newspaper drive is divided into several parts. In New England, where much European coal competes, blue coal is stressed as an American product. In the Midwest, where bituminous coal is the rival, anthracite blue coal's advantages are hymned. Etc.

While never coming out and calling competitors harsh names, copy takes many a crack at "substitute fuels" whose "extravagant claims have bitterly disappointed. Don't be fooled by smooth, oily talk. When you burn blue coal . . . never a defective blower—leaky fuel tank—or a stopped up pipe-line which is so apt to happen with certain substitutes."

Agency: Ruthrauff & Ryan, N. Y.

Autos Step on It

With the National Automobile Show now under way in New York's Grand Central Palace, all motor manufacturers are stepping on the ad gas.

Automobile Manufacturers' Association estimates 1938 production at 2,300,000 units. For 1939, the estimate is 3,000,000, a 30% increase. Most of this year's cars are longer, wider, have fewer projecting parts, increased visibility in all directions, and a lot more chromium finish.

Ford Mercury Eight, priced at $894 and up, is intended to "reach the lower medium priced field." N. W. Ayer & Son and McCann-Erickson, agencies in charge, have not released complete ad schedules. But the Mercury, as well as the Ford, is being plugged by spot radio on 160 stations. Ayer is in charge of an institutional series in 500

(*Continued on page* 53)

Stores That Women Pass Up—What Hibbard Is Doing About Them

BY

LESTER B. COLBY

The campaign sponsored by Hibbard Spencer Bartlett, Chicago jobber, to put life and color and modern sales appeal into the old-time dingy and disorderly hardware establishment, is bringing little miracles to pass in many a city and town.





Toasters snuggled up to lawn-mower handles and casseroles were pals of manure-spreader parts in the badly lighted chaos of Thomsen Hardware, Red Oak, Iowa, before the proprietor was converted by evangelistic Hibbard Spencer Bartlett & Co. Came the dawn, with light, and airy roominess . . .segregation and display of stock according to use and appeal to men or women . . . the addition of many items for the home—and a walloping increase in sales.

SOMETHING was wrong with the hardware business years ago . . . and even today in spots despite a general forward march that has improved merchandising. Chains of the five-and-ten to a dollar variety and mail order stores were cutting in. Drug stores, especially the chains, were building up sales in enameled ware and kindred items. Then department stores and public utilities were installing hardware displays.

Hibbard Spencer Bartlett & Co., of Chicago, the nation's biggest and oldest hardware wholesale house—perhaps the world's largest—began to take inventory of the retail hardware business. It sent a corps of investigators into the field to study, do research. If Hibbard was to go forward, the retail hardware store had to prosper. A wholesale house survives as its outlets survive.

The investigators came back and this is what they said:

"Too many hardware stores throughout the nation are dark, dirty, dismal spots. They are places where men trade. Women shun them. Men go to a hardware store to get a specific item they need. It is dug from a dusty bin or an uninviting shelf. The buyer takes it and goes.

"Often the clerk is some old fellow with a two-day beard on his face and iron-rust on his badly kept, worn clothes. He shuffles through his duties. He is without sales genius and the sparkle of life has long since gone out of him.

"The odors of the average hardware store throughout the land are the odors of some ancient cave. The air is dead. The hardware store is dead. The salespeople are dead. People shun sepulchres."

With this dark picture painted, executives of Hibbard Spencer Bartlett & Co. began to take stock. They decided that the trouble was not with the hardware business itself but with the manner in which it was conducted. They came to this conclusion:

"Hardware stores must be bright and fresh and clean. They must be made so inviting that women will come to them, for women, after all, are the nation's purchasers. Do they not spend 85% of all household income?

"Hardware stores must feature the things that women buy. They must display, brightly and attractively, aluminumware and enamelware, coffee makers, glassware in variety, chinaware and the cheaper ceramics in their bright colors, and tinware and all the

gadgets of the kitchen, and sweepers and mops and floor waxes and paper goods.

"All of these things must be put out in open displays, in island displays. Windows must be kept clean and they must be filled with an ever-changing variety of eye-compelling goods. These must be changed often, weekly if possible, and the goods must be seasonal.

"Goods must be plainly marked for price, and that old hangover from dicker-and-barter days, the blind price by code, must be obliterated. The country hardware store had been its last, final trench in the business world.

"The hardware business, in a nutshell, needs a complete going over. It is our job to carry the message to the industry."

All of the foregoing took place some seven or eight years ago. Business was pretty flat at the time and the retail hardware business was flattest of all. Time has now passed and the industry is seeing the results of what Hibbard did.

Hibbard put merchandising experts and designers to work to produce a "model" hardware store. These borrowed from the very forces that were licking the independent hardware men.

Very soon, whenever buyers came to the Hibbard Spencer Bartlett & Co. wholesale house in Chicago they were taken into this model store. They found a set-up, not costly, not elaborate, but very simple. Color was everywhere. Goods were bright. Everything was orderly and clean. Color schemes, carefully thought out, were followed.

Here was a section devoted to chinaware, here one given over to glassware. Section by section related articles were classified for display. Floor coverings were assembled, cleaning and laundry supplies were where they could be quickly shown and easily. Lights were carefully placed so there were no dark corners.

Occasionally, at first, some progressive was sold on the idea. These reported business picking up. Women began to come more and more into the stores. Sales were more evenly distributed throughout the year. Seasonal slumps were less marked. Store traffic grew.

It takes time to shake an industry out of lethargy, and the Hibbard Spencer Bartlett & Co. organization found its crusade no exception. Speakers attended hardware conventions. They went to state and local group meetings wherever hardware men met. They talked and they preached and they pleaded and cajoled.

HSB & Co. salesmen, wherever they went, preached the model store and told of the successes the pioneers in the new idea were marking up. Little by little the hardware dealers in the hinterlands and the outposts began to give in. A year or so ago it became a great movement.

Soon, it is predicted by President C. J. Whipple, who has been commander-in-chief of the campaign from Hibbard headquarters, the old-time hardware store of the outer communities will be as extinct as the auk or the dodo.

Stories such as this always sound well for it is pleasing to hear that sales problems are licked and that bright men have come out on top. But how about the proof of it? A reporter for SM, after listening to the happy romance of business reborn in some thousands of stores, asked Mr. Whipple for the evidence.

"Convince me," he said. "Lay the proofs on the table."

With that challenge the files were dug into and here are excerpts from some typical letters. They were all dated since September 1, 1938.

J. N. Reints, manager, Fort Smith Vehicle & Machinery Co., Fort Smith, Ark.—"Our new set-up has increased our women customers 100%. It is also giving us a better class of trade, both men and women."

E. S. Peltz, Jr., Rogers City Hardware Co., Rogers City, Mich.—"Before we installed your new modern set-up we were troubled because we knew that women were not shopping in our store. Today women do far more buying with us than men. Three times as many women buy from us as formerly."

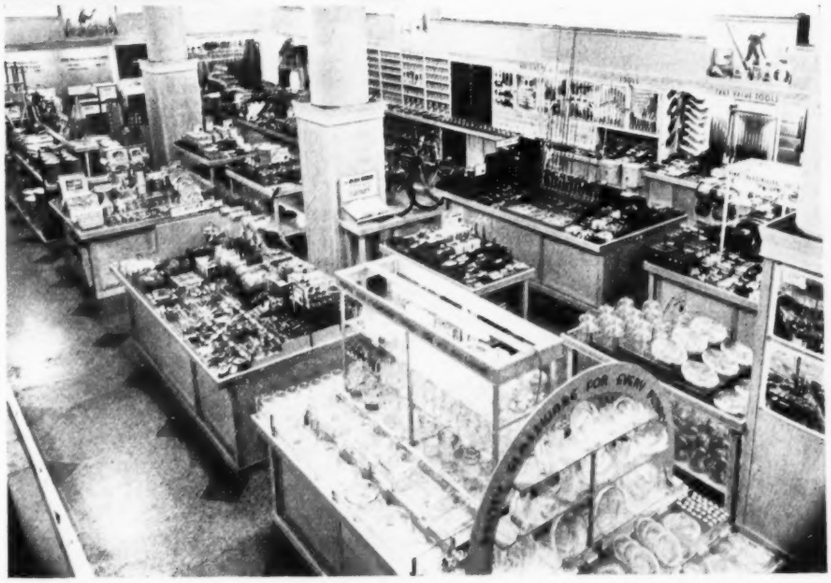
S. W. Hoyt, Hoyt Hardware Co., Defiance, O.—"It has increased our store traffic one-third, mostly women. Your layout appeals to the women."

Ed Beary, Beary-Stratton Co., Powersville, Mo.—"It has increased our woman traffic 200%. We depend

(*Continued on page* 77)



Of HSB & Co.'s own model store, forerunner of the current metamorphosis in hardware retailing, perhaps the greatest compliment might be "Don't tell me *that's* a hardware store!"





Supervisors of Chevrolet's National Territory Security department meet in Detroit to talk things over. On one point they —and all Chevrolet dealers—are agreed . . . that they are wholeheartedly for the new plan.

Chevrolet Inaugurates Protected Territories for Auto Dealers

Test of new plan for curbing "territory raiding" is complete—system to be extended. W. E. Holler summarizes new regulations.

***BY* D. G. BAIRD**

A "TERRITORY SECURITY PLAN" for Chevrolet dealers has been inaugurated by General Sales Manager W. E. Holler as another plank in his far-reaching Quality Dealer platform.

It is said that dealers have been asking for some such plan for the past 15 years. The subject was a difficult one, though, and Mr. Holler was unwilling to undertake anything of the kind on a national basis until it had been tested and proved in the "laboratory." Three such "laboratories" were established; one about three and a half years ago. the others two years ago. These were selected territories, of course, in which tentative plans were tested, and from which came the one which now is being introduced nationally.

Even now, however, Chevrolet is proceeding moderately and introducing the plan gradually. At the time this is written, it is fully operative in only 12 territories. As Mr. Holler explained:

"In going from open territory to territory security, Chevrolet realizes that when dealers have been accustomed to open territory for many years, any change should, in the beginning, be sufficiently moderate to avoid creating a violent upheaval in their accustomed method of operation. For this reason we have chosen to develop the territory security plan on an evolutionary basis. Having laid down the right, fundamental principles, the plan will be perfected and improved, where necessary, as we gain added experience.

"Likewise, the plan will at first be placed in operation only in certain selected key city areas and will affect only the dealers in and around those areas. Gradually, thereafter, as each installation area reaches the point of smooth and efficient operation, the plan will be extended to other locations until, in reasonable time, all dealers in all regions and zones throughout the country will be operating under territory security."

There are five "operating principles" of the plan:

1. Dealers will have sales security, against raiding, within the corporate limits of the cities, towns, and villages in which they are located.
2. Sales adjustment for a raided sale made within the corporate limits of a dealer's town will be $25—if the selling dealer settles voluntarily within 48 hours after delivery; $35 if the selling dealer does not make voluntary adjustment.
3. Any dealer can sell to any customer anywhere. Any customer can buy from any dealer anywhere. But, if the customer resides within another dealer's corporate limits, the selling dealer is obliged to make a $25 or $35 sales adjustment with the other dealer.
4. The $25-$35 sales adjustment applies on every sale made within another dealer's secured corporate limits, regardless of whether the sale was made to a relative, friend, tourist, traveling salesman, or any other individual.
5. The only exceptions are the sale of a new car or truck to the Federal Government, or a state, county, or city government, and to fleet owners using 25 cars or more.

The customer's legal residence determines where his business belongs. Thus, many car owners live in suburbs or smaller dealer towns outside the city and have their office or business in the city. If they see fit to buy from a Chevrolet dealer in the city, that is quite all right, but the dealer in the suburb where they reside is entitled to an "adjustment" of $25 from the city dealer who made the sale.

All dealers in cities have open territory within their corporate limits, as no attempt has been made to zone multiple-dealer cities. Similarly, rural districts surrounding cities and towns are open territory, although they are considered "zones of influence" of the dealers in such territories.

It is said that 95% of sales made by dealers in assigned territories since the plan became effective in August have been adjusted voluntarily. But such a plan obviously must be supervised and adjustments must be enforced. Hence in introducing it, Chevrolet selected a supervisor for each of the nine regions and another for each zone in which it became operative and gave them special training to qualify them to administer the plan in a fair, impartial, and effective manner for all dealers concerned.

"The Chevrolet Territory Security

Plan is designed to correct one of the most serious retail problems related to the selling of automobiles—the unnatural practice of deliberate, constant sales raiding and cross-selling between dealers," Mr. Holler said. "In many instances, this cross-selling has so depressed sales initiative and affected gross profits that the spirit of good, competitive selling has been replaced by the practice of discounting.

"The ultimate aim of the plan, though, is greater owner satisfaction. We have over 6,500,000 Chevrolet owners, and at present, 76% of these owners are repeat customers. This alone means a large annual volume of sales. We must give these owners service and keep them coming back. But in order to do that, our dealers must make a large investment in plant and equipment. They must have an adequate staff of trained mechanics; carry an adequate stock of genuine Chevrolet parts, and so on.

"Then, too, over 84% of all our new car sales involve trade-ins. This means that the dealer must keep in liquid condition to be able to continue to do business.

"In other words, a Chevrolet dealership is a big business. It must be a permanent business. The dealer must make money and must continue in business in order to give Chevrolet owners that better service that keeps them coming back.

"Most so-called closed territory plans tried in the past have been neither effective in operation nor satisfactory to dealers in protecting their interests. All have been built on a basis of rigid closed territory. They have been full of complicated rules and strict regulations. They have attempted to exact high, unfair, and uncollectable infringement penalties. They have generated ill feeling among dealers, have served to antagonize the public, and have caused long investigations and indecision. As a result, dealer territory security has not been provided.

"Ours is not a *closed territory* plan. It does not attempt to interfere with normal, competitive trading practices, when such trading is conducted on a fair and profitable basis. It is not intended to stifle or hinder a dealer's competitive selling liberty. It does not attempt to dictate to the public, nor does it attempt to prohibit a dealer from selling to any customer, anywhere. But when a dealer sells a car to a purchaser located in another dealer's secured territory—thus raiding that dealer's rightful potential sales and profits—he is obliged to make a sales adjustment with that dealer.

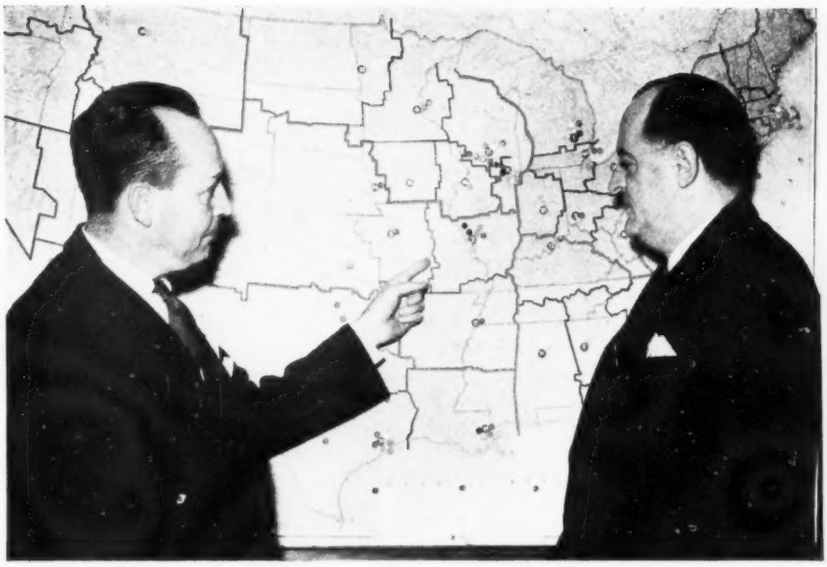
"Territory security recognizes the fundamental fact that a dealer's most profitable sales exist in his own territory. It recognizes that his opportunity for increasing and assuring himself a constant, fixed gross profit lies in increasing his list of owners, maintaining their good will, gettting their repeat car sales, and selling their parts and labor needs. It is designed to encourage dealers to concentrate their efforts in their own territory, and not in other dealers' markets. Its purpose is to allow Chevrolet dealers the freedom to direct their selling work against their local competitive dealers, and not against one another.

"Its administration is quite different from that of other plans. In studying the operation of closed territory plans, it has been found that one of their weaknesses, aside from the rigid principles of the plans themselves, has been the lack of a program of supervision and administration necessary to effect satisfactory security.

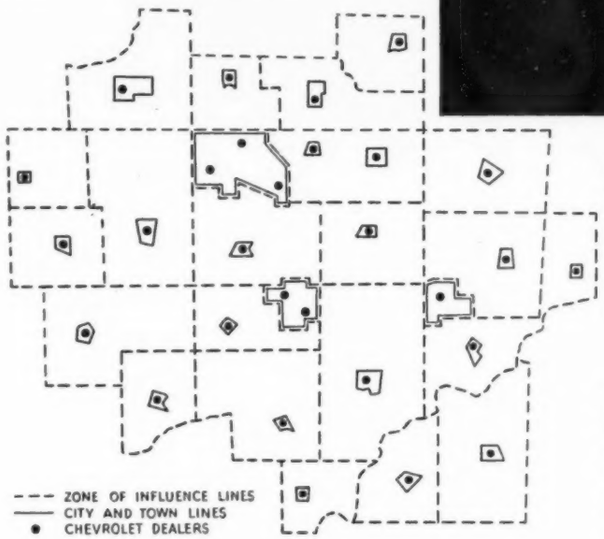
"In going to territory security, then, Chevrolet recognizes its obligation to dealers to see that effective administration is provided. It has taken the stand that unless this administrative force could be provided, no attempt would be made to change to territory security. Any worth-while plan should be enforced.

"To this end, we have created a new National Territory Security department at Detroit and have organized a complete and separate national field organization to supervise its operation. We already have nine regional territory supervisors and 12 zone territory supervisors, especially trained and in the field. In time, there will be a complete and exclusive zone territory supervising organization in charge of each zone operation."

As Chevrolet has a dealer committee system, under which dealer committees meet with the management monthly and discuss their problems, territory security was of course approved by the dealers before it was introduced. The only trouble now seems to be that all want it immediately, whereas it takes time to get such a plan into operation on a national scale.



Henry J. Bostwick (left), manager, Sales Research department, and W. E. Holler, Chevrolet's general sales manager, study a map which shows the company's dealer territories.



Any dealer knows that when he "sells across" one of the boundaries of his zone, as shown by the dotted lines on the map at left, he will have to pay his neighbor for the privilege of raiding.

Marketing Flashes

[Glass and Plastics Promise to Transform Yet More Industries—Keep in Touch Wherever You Are]

Motordom's Newest

A new make of auto always draws a goggling crowd, and Ford Motors' Mercury Eight is no exception. It fills a place between the de luxe Ford V-8 and the Lincoln-Zephyr.

Measuring over 16 feet from bumper to bumper, it has a 116-inch wheelbase. Four body types are available. Pictured is the sedan. Others are a town-sedan, a sedan-coupe, and a sport convertible. All seat three people on both front and rear seats.

Ford officials claim that "with the windows closed passengers may converse without raising their voices even when the Mercury is traveling 70 or more miles an hour." Bearing a "family resemblance to the Lincoln-Zephyr, the new car has a distinct styling of its own, both in flowing body contours and in interior appointments."

Fiberglas Corp.

Owens-Illinois Glass Co., Toledo, and Corning Glass Works, Corning, N. Y., have formed Owens-Corning Fiberglas Corp., to invade "fields previously dominated by organic textiles," with fiber glass products.

"Revolutionary developments" in glass-insulated stoves and refrigerators, smaller, lighter electric motors, home insulation, and fiber glass mulch (Much? No, *mulch*) superior to other materials for Winter protection of plants and shrubs are among present commercial applications of the product.

Electric motors insulated with fiber glass are a third smaller than those using other materials. Further, electro-magnetic devices may be substantially overloaded without damaging fiber glass insulation.

Fiber glass separator plates make possible batteries with greater power, longer life. They, together with more compact generators are "expected by the company to have an important effect on automobile design."

O-I and Corning have spent some $5,000,000 in laboratory research to perfect "this depression-born industry." Harold Boeschenstein, who resigned as v.-p. and gen. mgr. of O-I to become president of Fiberglas, says: "We believe we are only at the beginning in developing new applications of fiberglas. Production is now under way at the company's plants at Newark, Ohio, and Corning."

Amory Houghton, Fiberglas chairman of the board, is president of Corning. Other officers of the new corporation come from Corning and O-I. Financing is by a joint arrangement of the parent companies, with no public stock offered.

Better Breakfasts

Albers Bros. Milling Co., Seattle, distributes its line of breakfast cereals and flours throughout the 11 Western states. Naturally it regards grocers as its best pals, and is concerned with increasing their business.

Recently the company learned that grocers get only 44% of the food dollar. The rest goes for restaurants and school lunches and between-meal snacks. A skimpy breakfast means a heavier lunch and a light dinner. By selling more items for a hearty breakfast, Albers officials declare, the grocer can build his trade up and receive 67% of the day's food dollar.

Under the direction of C. E. Paulson, s.m., Albers has inaugurated a "Better Breakfast" campaign. A half-hour film, "Let Breakfast Do It" is being shown to grocers, and 5,000 have seen it to date. In the picture, father gulps toast, coffee and fruit juice, and the children fare as lightly. They eat substantial lunches, though the grocer doesn't profit from that.

The film illustrates how to make the first meal of the day a sales builder. Ideas for verbal and visual selling, banners, recipe folders, etc., are displayed. Several members of the Albers cereal family are included in the promotion, but so are plenty of other foods—liver and bacon, ham, butter, syrup, etc.

"It is possible to change consumer habits," says Mr. Paulson. "Little fresh produce was sold and promoted a few years ago. We ask grocers to consider how they have established fruit and tomato juices in less than ten years through proper display and promotion. This campaign provides an answer to 'But people eat only so much. We can't sell them more than they can eat.' "

Portable Phone

Western Electric Co. has brought out a portable telephone, one pound, 14 ounces, that requires no external source of power. Hooked on to a telephone line with spring clips, the little device will transmit speech over 200 miles.

The "magnetic" telephone was created by Bell Tel. Labs. for use in railroad yards, ships, coal mines, construction camps, golf courses, or anywhere that portable communication is needed.

Each phone has a hand crank (remember when all phones had one?) for generating signalling tone. The "called party" hears a shrill, distinctive note, similar to that of a fire siren, which cuts through the loudest noise.

nylon and vinyon

"Silk" stockings made of coal, air, and water is the latest believe-it-or-not to come from the laboratory. Christened "nylon" by du Pont, the material "can be fashioned into filaments as strong as steel, as fine as the spider's web, yet more elastic than any of the common natural fibers and possessing a beautiful luster."

Other uses of nylon include racquet strings, transparent wrapping film, plastics, and coated fabrics. Exton toothbrush bristles are already being made of nylon for Dr. West brushes, as told in SM, October 1.

(*Continued on page* 59)



Ford's Mercury completes the line, with models in every price class.



Ewing Galloway

BY

A CHICAGO SALESMAN

How many failures on your sales force are chargeable to you as the sales director because: (1) You don't give a man a fraction of the sales training today's problems demand, or (2) you fail to sustain a man's nerve, bolster his morale, and provide shoulder-to-shoulder personal leadership when he gets into a jam? Let this "true confession" of a salesman inspire an immediate appraisal of your leadership qualities.

Sales Managers Who Got Sales Out of Me—and Sales Managers Who Didn't

IN my present job as salesman I consistently lead the staff in number of sales made, and hold second place in commission earned. For two years now I have kept a good-sized drawing account mopped up. And in two previous sales jobs I have done at least as well as I have in this one.

Yet in the four other such jobs I have held I was fired because I did not produce.

Why did I fail in some and not in others?

In one case I failed clearly because I spent too much of my time and thought on an extraordinarily charming lady. But in the three other cases I did not fail because I neglected my job or consciously came short of giving the best that was in me (not at least until I found myself doomed); nor because the products could not be sold successfully, or times were too hard; nor because of the difference in my experience.

No, I failed in each of these three cases more because of the blunders of my sales managers than because of my own faults—and I have no reason to kid myself about this either. On the other hand, I made good in the three other cases—to at least a large extent—because of the capable way in which my sales managers handled me. To relate my experiences will, I believe, support my contention.

Take my present job first. For the first two weeks after I started my sales manager spent practically all of his time with me. In that short period I learned more about the technique peculiar to the selling of that particular product than I learned in as many months in other jobs where I had been left to discover it by my own experience—or where my preparation consisted largely of "class room" work.

At first, after quizzing me each morning about the assignment I was supposed to read in the sales manual the night before, my new sales manager made calls with me and sales for me. Later on, he had me make the sales under his genial, never-impatient supervision. He not only showed me the right tactics, but proved that with these tactics I could really "go to town" with the product. He gave me a taste of success. Thus he gave me a momentum at the start that has carried through the entire time I have been on the job.

I have learned since that his superior, who preceded him in the job with conspicuous success, shrewdly offered him a handsome bonus for the business each new man brought in above a quota which made allowances for lack of experience.

To be sure, no sales manager can afford to spend so much time with any one man for any protracted period, but my sales manager finds that this extra time concentrated on a man at the start is in the end really an economy. When the man gets started, he doesn't require so much attention.

In another way, too, my boss has enabled me to make the showing I have. When my orders are at low ebb, as they are for most salesmen occasionally, he never calls me on the carpet with a "how come?" that implies an indictment. Although he probably doesn't realize that during such slack seasons I work at a pace that I couldn't keep up constantly, he nevertheless shows confidence in me by assuming that I am putting forth an honest, conscientious effort.

He is intelligent enough to know that bad breaks can somtimes temporarily nullify the best efforts. He tells me to keep right on working as hard and as well as I am and that the law

of averages will take care of me. It always does—aided to no small extent by the encouragement and peace of mind he gives me and the intense desire I have to pull myself out of the slump for his sake in return for his understanding and fairness.

I notice that when there is an indication that a salesman's loss of orders is caused by something other than bad breaks, he doesn't automatically assume that the man is entirely at fault then, either. He realizes that there are a great many conditions outside of the man himself that may be responsible for the showing he makes. So he sits down with the man and starts to analyze the problem in a friendly, helpful manner. He will listen to any grievances or complaints with an open mind, and will recognize and attempt to correct anything in which he or the firm is at fault.

When a salesman evidences smugness or indolence, he first tries to overcome these, whipping up the man's enthusiasm by making the job seem like a sport in which he is trying to land a big fish or win a golf tournament. He uses this same means in getting that little extra effort or extra headwork that men are usually capable of even when they think they are doing their best. He never uses threats or fear except as a last resort—as a kill or cure measure.

The Sword of Damocles

Now let me contrast another sales manager I had. When my orders would sag for a while and I would near the "red" in my drawing account, he would start throwing out broad hints that I might find myself out on the street if my results did not improve rapidly.

I never took this with complete seriousness. My average as a producer had been good, and although my orders had bogged down a number of times, they had always bounded back up again. Furthermore, I noticed that he was really cautious about letting men go.

Still I couldn't be quite sure; so his threats were disturbing. I felt that he was unreasonable. My sense of security on the job was shaken. After he made these threats a few times, I decided to seek a job where I could find the security that I felt I deserved. From that time on I wasn't much good to the company. I was fired a little while before another firm hired me.

With the dearth of jobs that exists today, security is a greater incentive to me—and I believe it is to most other salesmen—than the promise of greater pay. I always have a feeling of instability on a job where a sales manager uses threats too freely in keeping men on their toes. That feeling produces a reaction which is quite the opposite from that which was intended.

I wouldn't have been fired from another job if my boss had given the open-minded hearing to a just grievance that my present boss does. The job was selling classified advertising for a big metropolitan newspaper under a sales manager who was reputed to be drawing $20,000 a year. When I started, pains were taken to impress me that a lot of expensive headwork had been consumed in allocating territories to salesmen equitably: Each salesman had a territory containing approximately the same population as each other territory. The territory to which I was assigned was a rooming-house district. It had not been worked systematically before, and my first calls produced a goodly number of orders, for which I was commended and rewarded.

He "Couldn't Be Told"

Getting repeat business was another story. My customers complained that the ads which pulled in competing newspapers didn't in mine. That, of course, wasn't easy resistance to overcome. But by desperately hard work, by supplying new copy ideas and by using verbal lead pipe, I continued to get enough business to keep myself dangling on the payroll, but not enough to keep myself from being called on the carpet regularly.

Other territories were producing, my boss argued, and mine wasn't because there was something wrong with me. When I countered that I had learned from adequate and careful inquiry that the newspaper, although showing excellent results on help wanted and used car advertising, for some reason had shown consistent failure on rooming house advertising, he gave me the special sneer he reserved for weak alibis.

When I ventured further with substantiation of my contention and suggested that he give me a chance to match myself fairly with the other men by temporarily re-allocating a few territories so that I could share the used car and employment advertising prospects, he turned to rage at this implied questioning of his territorial division. He terminated the interview with the remark that he could show me up any time by putting one of his four-star men on my territory, and that he would do just that if my orders did not improve—only I would not be there to witness it.

I did not tell him so, but two of his star men were spending all but one of their working hours each day at my apartment playing cards with my unemployed room mate. That single hour they spent taking orders from used car dealers and employment agencies over the telephone. About the same volume of business would have come in from their territories without any salesmen on the job. After I was fired, one of these men was put on my territory and failed more dismally than I had.

On the remaining job from which I was fired, my experience was similar to the one just related. After I was employed my boss told me casually that my predecessor on the Midwestern territory to which I was assigned had been dismissed for passing rubber checks.

The first week I was on the job, I turned in a fairly good volume of business despite my lack of experience with that particular product. However, in the middle of the second week I began to encounter some strange resistance. Prospects whose records showed them to be the best customers in the past froze up when they learned who I was, wouldn't listen, dismissed me curtly. The persistent tactics which I had always found would at least get me a hearing in eight cases out of ten availed me nothing with them.

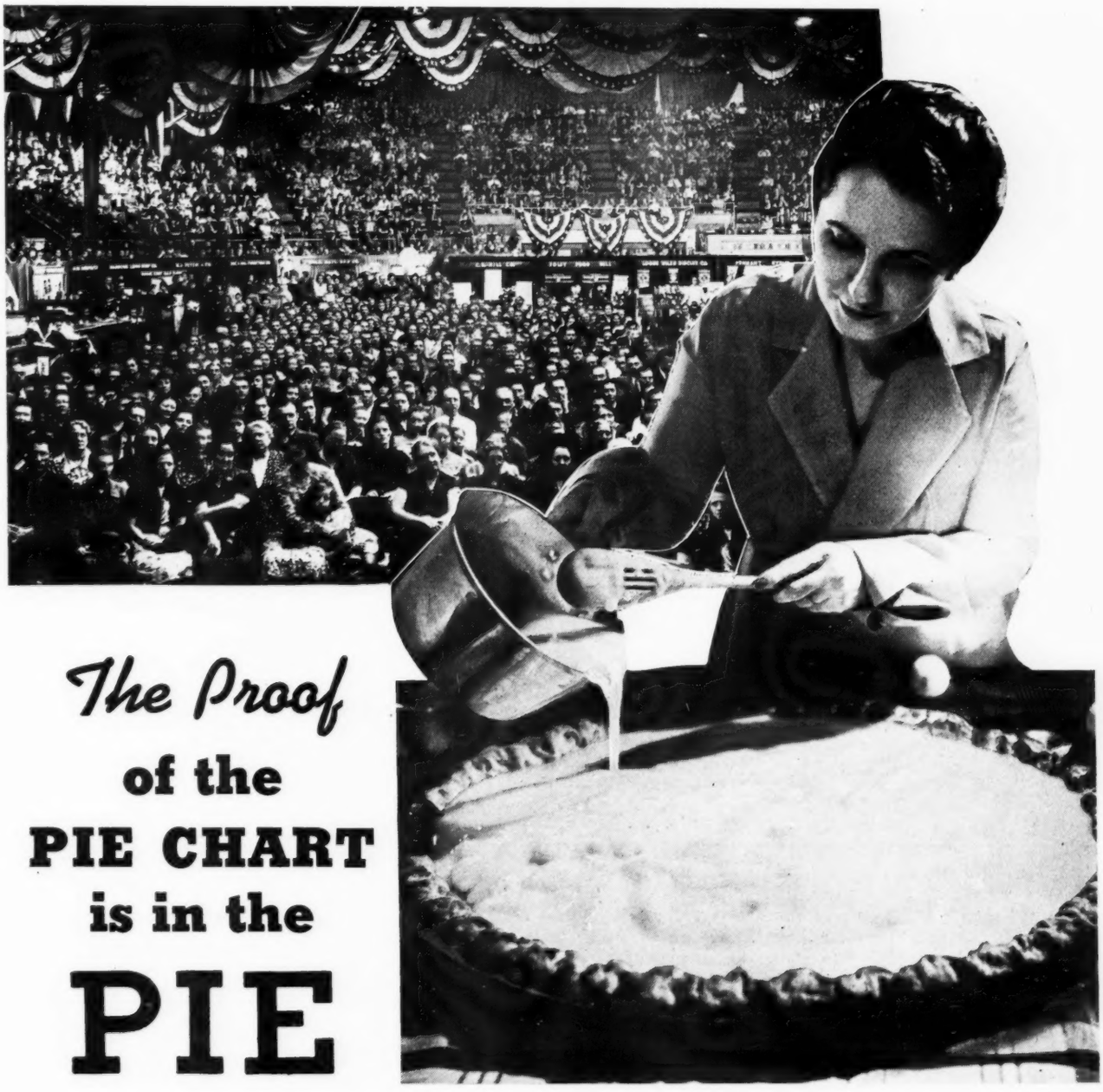
—Against Stacked Cards

But finally one did open up. He told me that he had cashed a check for my predecessor. When the check bounced back, he wrote to my firm asking them to make good. My boss replied that that was impossible, since the firm was spending $1,500 to prosecute the criminal. Quite naturally, the customer was enraged. What he wanted was his money—he didn't care about the prosecution.

Time after time, in town after town, I extracted similar stories from erstwhile customers.

When I relayed these stories to my boss as an explanation for my slump in orders, he wrote back, "Horse-feathers! If you are any good as a salesman, you won't let a thing like that stand in the way of getting orders." I was supposed to remove the intense bitterness against my firm engendered by the stupidity of my boss, and then I was supposed to sell a product—none too easy to sell at the best—in a single call limited in time by a schedule that demanded 15 calls a day.

After a few weeks I received a letter one Monday morning saying that inasmuch as my orders had shown no improvement, my services were to



The Proof of the PIE CHART is in the PIE

• Piecharts can picture increased attendance and number of participants but no pie chart can portray the mounting enthusiasm shown by housewives and advertisers alike for the Oklahoman and Times-WKY Annual Cooking School. Women drive forty and fifty miles to attend every session of the school. One hundred and twenty-five thousand requested cook books are spread over the state to help satisfy the demand for Aunt Susan's cooking advice. And national advertisers know that there is no other cooking school in the country like it. That's why 70 percent of the national accounts in the school completed October 14 had participated for two years or more, 30 percent for five years or more. Whenever there is a food selling job to be done in Oklahoma, advertisers instinctively turn to the Oklahoman and Times for direct, consistent action.

Above, part of the 25,000 women attending the 8th Annual Oklahoman and Times-WKY Cooking School in Oklahoma City.

Aunt Susan, shown filling the mammoth lemon pie, conducts the Oklahoman and Times-WKY Cooking Schools as part of her regular responsibility as staff home economist. Without premiums, fanfare, or other extra-curricular entertainment, Aunt Susan invariably draws capacity crowds because of her individual showmanship and knowledge.

Representative
The Katz Agency, Inc.

THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING CO.: WKY—THE FARMER-STOCKMAN—MISTLETOE EXPRESS—KVOR, *Colorado Springs*



"And for a large party you take 4 quarts of gin, 10 bottles of soda, 2 dozen lemons and . . ."

terminate at the end of the week. On Friday I struck the town where the police had intercepted my predecessor before he had started to operate there. Goaded by a determination to show my boss up, I got enough orders in one day to pay for my entire term of employment. Upon receiving those orders, my boss wired me to get back on the job. I disrespectfully declined. He probably had had a change of heart, but he needed a change of head also, and that I did not think it possible for him to have.

Quite different from condemning a salesman for not accomplishing the impossible is a sales manager's encouragement of a salesman to grasp orders which may seem to the salesman to be beyond his reach, but which a little straining may prove otherwise. Admittedly, salesmen are too prone to underestimate what they really can do.

One of my sales managers proved this to be the case with me, at any rate. He was young and his optimism had not been dimmed by too many disappointments. There were a number of my prospects that I did not think worth wasting time on, but he succeeded in getting me to make a try at them anyway. The results made a sizeable contribution to the volume I turned in after that.

One example I recall in particular was that of a prospect who was buying a product equally as good as ours at the same price from his closest friend. By performing a number of smaller services for him and by studying his problems a little closer than his friend, I succeeded—much to my own amazement—in getting this prospect to split the orders he had been giving his friend with me.

Another sales manager pulled me out of a bad state of morale by employing a device I have referred to before: Giving me a taste of success. Bad breaks were so protracted that finally my morale, I am afraid, would not have permitted me a comeback even when those breaks changed.

One day my boss asked me to go out to try to revive an old customer. I found the customer not only to be an old one, but a tough one as well—as tough a one as I had ever encountered. But he aroused my fighting instinct. After a battle royal, I had in my pocket an order that was a whopper. My feeling of triumph made me go out and repeat that victory in case after case. Later I learned that the "tough customer" was a bosom pal of my boss; that the whole act had been staged by my sales manager. That didn't make any difference then. Hadn't I a number of other scalps in my belt which no one else but myself was responsible for getting?

The next time I am looking for a job I shall be just as careful in selecting my sales manager as he is in selecting me. I now realize that I shall have even more at stake than he will.

Kleen-Stik Rivals Decals for Point of Sale Displays

Kleen-Stik Products, Inc., San Francisco, offers a solution to the long-standing problem of getting point-of-sale advertising in use with a minimum of effort and a maximum of neatness. Kleen-Stik is a gum applied to printed and lithographed material. It sticks with merely a slight pressure (no wetting) and peels off completely without harming the most sensitive surface.

First developed on the Pacific Coast about four years ago, the product has sold in a small way there. Now plants have been established in New York, and Chicago, as well as S.F., and others will open soon to bring it within reach of 90% of the country's printers and lithographers.

Plants are equipped with machines for applying Kleen-Stik to printed matter. Gum is applied in thin strips on two edges of—for example—a window streamer. Or spots may be placed on as many holding places as desired. A third method is by gumming over inked surfaces or on the reverse. This is often used for a window poster or under the glass top of a showcase. In a measure K-S, its makers claim, is an economical substitute for decalcomania.

For shipping, the adhesive surface of K-S is protected by a cover resembling adhesive tape. When this cover is stripped off, the gum remains as part of the poster. The surface to which it is fastened must not be dusty, greasy, or kalsomine.

Uses include attaching cardboard signs to packages on counters and island displays; flange signs stuck to walls and panels; and a wide variety of novelty advertising items. Absence of paste, moisture, and ease of removal are principal advantages.

According to Lee J. Mohr, vice-president, current users include Ford, General Motors, Standard Oil, Kraft-Phenix, Bell Telephone, Lucky Strike and nearly every other big national advertiser.

AND COMMUNICATION METHODS HAVE CHANGED A LOT TOO!



THE improvement in Bell System telephone instruments, over the years, is easy to see. Just as great, but not so obvious, has been the improvement in business applications of telephone and related services.

Are you sure you're *using* your modern telephone service in the modern manner? Are you familiar with the many different usages alert executives have developed? Do you know the advantages of related services — such as private lines and Teletypewriter Exchange Service?

Check over your communication set-up with the help of a Bell System representative. Together, you may uncover new efficiencies or unsuspected savings. You may be able to speed up operations or cut down errors. Or you may find no room for improvement at all — and that's reassuring.

Many firms in many fields have proved this joint analysis profitable. It costs nothing, carries no obligation. Call your local telephone company *now*, while you're thinking of it.

Store Selling Power More Important Than Consumer Incomes, Says Simmons

Based on an interview with

JOHN W. HUBBELL

Promotional Sales and Advertising Manager, Simmons Co., New York



Front cover design (two colors) of a typical lithographic monthly promotion book which plugs a month's Simmons advertising. Store owners see a glittering profit potential, are shown how to tie up with the Simmons national advertising.

Lower-income families buy half of all Beautyrests, though the price is double that of most competitors. Powerful retail selling, backed by consistent advertising, convinces them that they *must* "sleep as comfortably as millionaires."

CONSUMERS pay under $20 for two out of every three of the mattresses purchased each year—but the Simmons Co. gets approximately half of its mattress business from the $39.50 Beautyrest, although its line ranges from $14.75 up.

The ability of the Simmons Co. and its retail distributors to get the American public to "trade up" stems from two sources: Consistent advertising of a good product, which creates a predisposition in favor of the Beautyrest; and capitalization of an apparent paradox. The paradox is that *selling* power can be more important than *buying* power.

The company's initial success was not with its mattresses. Many, many years before the founder of the company took up mattresses as a side-line the organization made metal beds and coil springs. It was a metal working concern. But the elder Mr. Simmons had a fixed idea that mattresses could be more comfortable, and some 15 years ago introduced the first inner spring mattress to be sold in retail stores. Up to that time they had never been sold for household use.

The Simmons conception of a volume market for a high-priced inner spring mattress was daring. It was about as startling as would be a statement today from an automobile manufacturer that he was setting out to develop a big-volume market for an automobile retailing at $8,000.

Mr. Simmons decided that a big market could be developed for a mattress selling around $40, and he based his wholesale price on this assumption although he had no illusions about being able to make any money for the first year or so. It really took *five* years to develop profits through a combination of building a volume market and the perfection of machinery which would lower production costs.

Fifteen years ago there were no inner spring mattresses sold at retail. In today's market the unit sales of inner spring mattresses exceed all other types. The 1935 Census of Distribution showed a $68,000,000 wholesale business in mattresses, divided $50,000,000 on inner springs and $18,000,000 on mattresses made of cotton felt, kapok and similar materials, with unit sales 4,500,000 and 4,000,000 respectively. Last year saw the biggest first six months in mattress history and, even though there was a bad slump in the last half, the total volume in the field was probably 15% higher than in 1935.

As volume increased it became apparent that there could not be enough Park Avenue and Lake Shore Drive residents to account for all of the Beautyrest sales. Trade statistics showed that most of the mattresses sold were in the retail price range of $14 to $20, and therefore it seemed apparent that the American public fitted its mattress-buying to the fullness of its pocketbook and that only the families with above-average incomes could and would buy a mattress which cost twice again as much as the average. Yet there were a number of straws in the wind which indicated that this wasn't true of the Simmons Beautyrest.

Officials of the company decided that the only way to get at the truth was to talk directly with a representative cross-section of their customers. They sent investigators out to a number of cities who first went to retail stores and asked the owners to give them the names and addresses of recent Beautyrest buyers.

Then the investigators went to the homes—and were astounded that two out of every three families lived on the wrong side of the tracks. Well-to-do people, it is true, were buyers and boosters, but twice as many buyers were distinctly in the wage-earner class. In no city did the percentage fall below 59, and in one city it reached 74. Factory workers, janitors, clerical workers, craftsmen, firemen and policemen, farmers—they were the big Simmons market.

Several other surveys indicated that three out of four mattress customers were favorably inclined toward the Beautyrest. Furthermore, and even of greater importance in the wage-earner group, it was discovered that people were conscious of the fact that they

Sell the Richest Spot in North Jersey



AT ONE LOW COST

Metropolitan Newark has 130,099 *better homes* (above $5,000 value and $50 rental). Their buying power produces the *profitable part of 1/3 Billion Dollars* in retail sales per year.

Able-to-spend and living in a metropolitan tempo, these families are concentrated in the accessible 2% of New Jersey which is its center of population, trade, industry.

The Newark News has captured this rich market for its own product—it can do it for yours, too.



Newark Evening News

"Always Reaches Home"

NEWARK, New Jersey

O'MARA & ORMSBEE, Inc.—General Advertising Representatives—New York . Chicago . Detroit . Boston . San Francisco . Los Angeles . Atlanta

spent a third of their lives in bed, and rated themselves as needing a relatively better mattress than, let's say, an automobile.

Therefore, with a predisposition toward a better mattress in general, and a Beautyrest in particular, the Simmons board of strategy decided that the focal point was the retail store. In their conquest of the retailer—

They chose dealers with a reputation for aggressive merchandising;

They showed the store salesmen how to sell the Simmons line, made them want to sell it, encouraged them by supplying effective promotion material, rewarded them by cash prizes;

They built a special promotion plan around each magazine page or spread, supplied stores with giant ads, price tags, newspaper ads, all tying up with the big Simmons consumer ads of the month.

ably as John D. Rockefeller can. That's one advantage that the rich man needn't have over the poor man."

And then, like as not, he shows them a Magic Sleep Penny, a Simmons promotion piece—a dramatization of the idea that one cent a night is the difference between Beautyrest sleep and sleep on an ordinary mattress.

This is figured on the basis that the Beautyrest is guaranteed for five years —which means that it costs two cents a night. A $19.75 mattress—which Simmons calls "ordinary"—costs one cent a night.

And in a surprising number of cases he trades them up to a Beautyrest. When they've bought, he goes to the office and pulls a name slip off the store's "Lady Luck" card and finds that he has been rewarded anywhere from a dollar to three.

"Lady Luck" is one of Simmons' 1938 promotion ideas, and approximately 1,000 big stores have teamed up with it. Only a store which can handle 50 Beautyrests can qualify. A big card, looking much like a punch board, contains 50 squares, each one with a girl's name. Covered up are prizes totaling $77.50, of which Simmons puts up $50 and the store owner $27.50. Squares are divided thus:

25 squares show	$1.00
10 squares show	1.50
5 squares show	2.00
5 squares show	2.50
5 squares show	3.00

Every time a salesman sells a Beautyrest he gets a draw. The salesmen are fascinated by the combination of a sure reward and the chance element. The contest cost to the store owner is small, for if he sells only 52 Beautyrests where he had sold 50, he will come out in the black on his participating investment in the contest.

A typical Beautyrest monthly promotion book contains these elements:

Reproductions of the ads appearing in current magazines, with a color proof of one;

Dramatized results of surveys showing the consumer preference for Beautyrest;

The schedule of the advertising, plus data on both the reading life and the circulation;

Letters from big stores telling of their success with Beautyrest promotions;

Dollars and cents proof that the stores pushing Beautyrest make 40% more profit than do those which do most of their business in the low-priced field;

Reproductions of mats for local advertising;

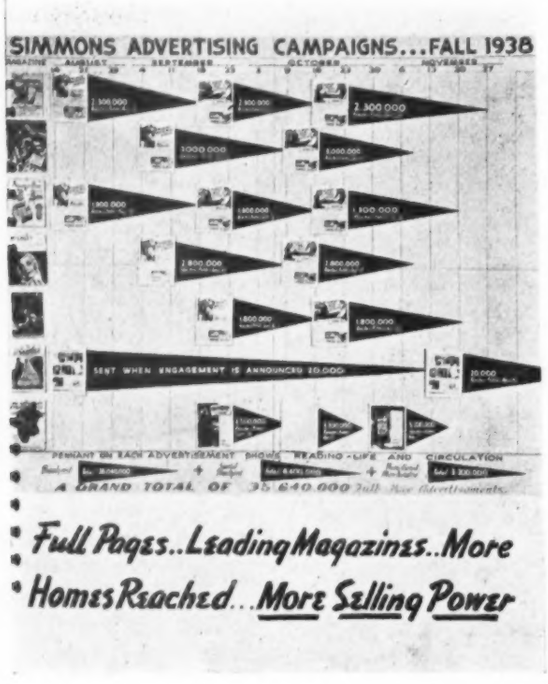
Detailed descriptions of merchandise, with swatches of material;

Suggested window displays;

Price tags, order blanks for mats and other promotion material, including the Salesmaker, a portfolio to be used by floor salesmen for convincing presentations, and a giant ad.

Last year the Simmons dealers spent $2,750,000 of their own money in Simmons newspaper ads. Many of them also take advantage of the Simmons offer of transcribed spot programs. The dealer pays Simmons one-half the actual cost of the discs, pays for the time himself, and writes in brief beginning-and-end announcements for his own store.

The Simmons folks don't like the wealthy any the less (for many of them are Beautyrest buyers), but they like the wage earners more because there are so many more of them. And superior selling power, they have proved, can be made to overcome inferior buying power!



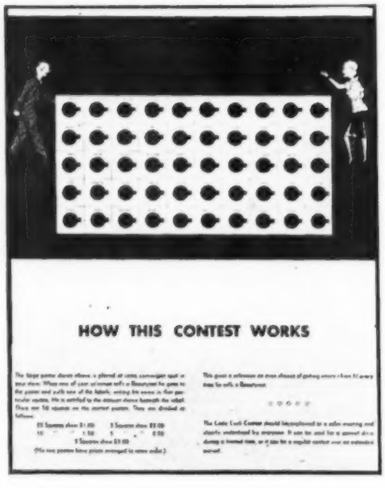
The Simmons advertising department makes the conventional advertising schedule exciting and important by drawing pennants which show the length of reading life, and also number of readers. This is a page from a Fall, 1938, portfolio delivered to all dealers.

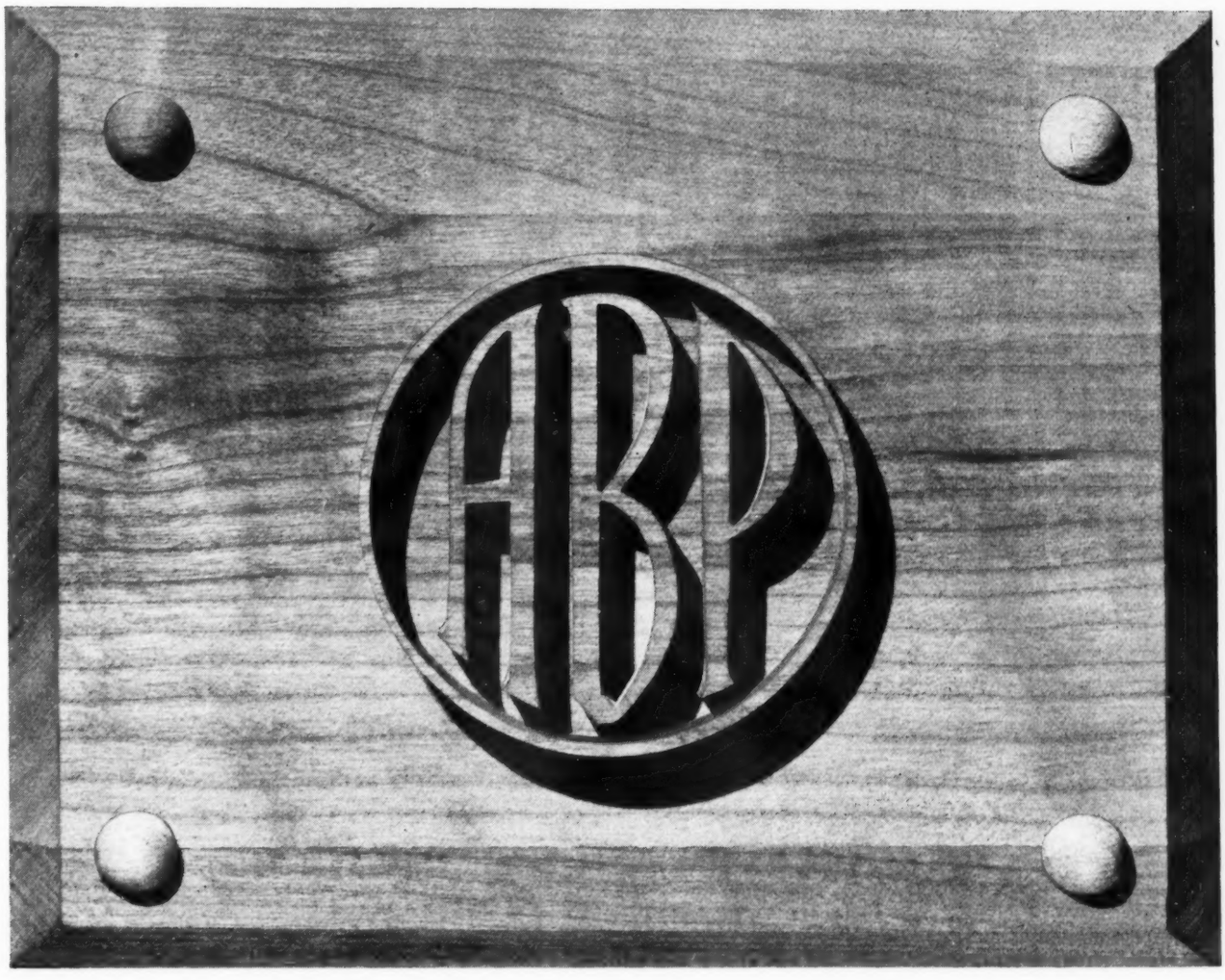
(Below) When a floor salesman makes a Beautyrest sale he gets more than moral credit from Simmons. He gets the opportunity to draw a favored girl's name from this card —and she pays him from $1 to $3. The store owner pays a third of the prize money, and 1,000 stores are running Beautyrest contests this Fall.

This has not been a big furniture year, and not even Simmons sales are up to the 1937 level, but for the first nine months Simmons sales were off about 10% less than the industry.

The 150 Simmons salesmen carefully coach retail men on overcoming the only resistance to Beautyrest: Price.

Thus, when Mr. and Mrs. Consumer cast envious eyes at a Beautyrest, but hold back because they have set $20 as the top price they would pay for a mattress, the well coached store salesman says to them, "You and I can't have a yacht like John D. Rockefeller, can we? And we can't have his big estates and his dozens of servants, can we? But let me tell you something: You and I can sleep just as comfort-





This symbol identifies each member of The Associated Business Papers Inc. It stands for honest, known paid circulation; straightforward business methods and editorial standards that insure reader interest. These are the things that make a valuable advertising medium.



We used to hear much about the competition for a slice of the consumer's dollar. Have you ever thought about the competition for a section of the consumer's *stomach?* After all, a person has but one stomach of fixed dimensions. While I'm trying to fill it with Campbell's soup, Whitman's chocolates, and Boscul coffee, other advertisers have other ideas, and properly so.

* * *

National Dairy would like you to have a glass of milk instead of my cup of coffee. Jack Benny would like you to spare room for Jell-O, while Rudy Vallee insists that you eat Royal gelatine instead. If you have Shredded Wheat for breakfast, there's probably no room for Mr. Swift's ham or bacon. If you've just had a shot of Coca-Cola, beer is out of luck, and vice-versa. And thus the merry-go-round. Let us be thankful for honest competition. It makes for business; and it gives us copy-writers something pleasanter to do than driving a truck, say.

* * *

I can remember when Josephine Baker was the burnt toast of Paris.

* * *

When I was a news reporter, a lion would run amuck. Now, for no clear reason, he runs "amok."

* * *

N. B. Winkless, Jr., of the Wm. B. Remington agency, Springfield, Mass., sends a proof showing one of his stoppers on an ad for the business-papers: "The customer is always ripe . . . for Millers Falls planes." Nice!

* * *

Bob Kesner, of Morse International, submits four headlines in the modern manner. For Fitch Shampoo: "Four Men and a Hair." For Listerine: "Early to Wed." For Ovaltine: "Surly to Bed, Surly to Rise." For the W. C. T. U.: "The Charge of the Tight Brigade." Dear, dear.

* * *

With gin and fruit juices and a few strange recipes, the amateur home-bartender concocts, you might say, a can of concocktails.

* * *

"A new kind of hope-chest has been invented by a wife I know. She devotes one bureau drawer entirely to the things her husband never can find when he wants them in a hurry. The *hubbyhole* is her name for it." Phil Schwartz clips this from *Liberty,* sends it in.

* * *

Memo Random: A sample should be ample.

* * *

Some copy-chiefs qualify for the title, hack-driver.

* * *

Sorry, Mr. Kudner, but I think you could have devised a more pertinent theme-line for the Pan-American Coffee Bureau than "Where there's life—there's coffee." For instance: "Coffee is So Comforting."

* * *

On the letterhead, it says: "Home of the Binghamton Press, Absolutely Fireproof." That ought to be a good place to work in these uncertain times.

* * *

Bill Thacher likes the title of Art Krenz's sports cartoon in the Rochester *Times-Union:* "All Prophet, No Loss."

* * *

Jay Thorpe bought the entire circulation of the Sunday N. Y. *Times* to advertise one possible article to one possible customer—a chinchilla wrap at $35,000. I was on the point of putting in an order, when I decided not to be selfish about it.

* * *

Bob Brown thinks a pet name for an undertaker would be "Doug Graves."

* * *

Incidentally, I heard of a florist named Withers, and he probably knows all the gags connected with the name and the handicaps it imposes.

* * *

Grace Novak reports a cute title on a booklet put out by Station KWK, St. Louis: "It's About Time."

* * *

Saw a bright title myself in *Good Housekeeping.* It was on an article dealing with tuberculosis: "X-ray Marks the Spot."

* * *

The manufacturer of those extra headlights which you put below your regular lamps for piercing fog, reducing glare, etc., must be tempted to lift that old Methodist hymn for a slogan: "Let the lower lights be burning."

* * *

"Learn to act—at home."—Headline on a little ad for a school of dramatics. Sounds like a good investment for a man whose in-laws are living with (and on!) him.

* * *

One of the ten books you *wouldn't* want on a desert island: The telephone book.

* * *

"Every 5 seconds, a Martini & Rossi cork pops somewhere in the world—it *must* taste good!" It must indeed, but I'd rather taste the vermouth itself.

* * *

J. Marvin Shaw, president of Noxzema, Toronto, thinks "A Head-Start Each Morning" would also be a good Bromo Seltzer caption. I like his suggestion for Salada: "3,000,000 Packages Annually—That's Salada Tea."

* * *

Add alliterative similes: "As contented as a cat in a cannery."

* * *

"Young & Rubicam, New York, has secured the account of The Florist Telegraph Delivery Association, Detroit." On the basis of the work Y&R is doing for Four Roses, no doubt.

* * *

The girl-friend's definition of a "liberal" politician is "one who is liberal with our money."

* * *

During Fire Prevention Week last month, Cities Service had perhaps the biggest and most destructive fire of its history, at Linden, N. J. The committee must have slipped up somewhere.

* * *

Add similes: "As impersonal as a buzzer."

* * *

Overheard: "My mind is as open as the U. S. Treasury."

* * *

As a neologist, the Negro has few equals. The boy from the garage was taking me to my office, when he saw a spic-and-span new streamliner standing at the curb. He said: "That Buick sure is *teasy!*" Are you listening, Mr. Kudner?

* * *

"If every woman knew what I know about Mixmaster, they'd go out today and buy one," says Jean Abbey, "home-appliance authority." But not an authority on grammar, I take it.

* * *

Big head? Never fear. The pan mail offsets the fan mail!

T. HARRY THOMPSON

WABC is

the *best known*

and *best liked* station

in New York...

the world's largest

market*

**For proof, and information of established programs available for local sponsorship, write or call WABC, 485 Madison Ave., New York, or any Radio Sales office*

WABC *is* KEY STATION *of the* COLUMBIA BROADCASTING SYSTEM—WORLD'S LARGEST NETWORK

When you want to get quick acceptance for an idea or a product



Impelled by the urge to know what happens, people everywhere turn eagerly to the newspaper. Each day, this magnetic attraction assembles an assured constant audience which gets practically all of its ideas from the newspaper. As a result, the newspaper provides for the advertiser a huge audience immediately responsive to his bid for their business.



PLEBISCITE . . . punt formation . . . premiere . . . princess slip . . . the everyday vocabulary and thoughts of average Americans are constantly enriched with words and ideas given currency by the newspaper.

That new words and ideas spread so quickly into common usage is conspicuous proof of the major role the newspaper occupies in American life.

Day after day, practically everybody who reads at all, reads the newspaper. Day after day, the newspaper, as only it can, tells what happens, pictures it, explains and presents it swiftly in attractive and understandable review.

Of all media, the newspaper alone provides a permanent daily record for consultation at the individual's own convenience. It is always available when wanted as a guide to fashion, cookery, investments, beauty, home making—and as a source of shopping ideas.

Reading the newspaper every day is as firmly fixed on the calendar of consumer habits as eating or sleeping. For this reason, the newspaper offers the advertiser his greatest opportunity for continuous and effective sales contact with an assured constant audience which includes virtually all of his prospects.

THE NEWSPAPER which is consulted every day of the week by the majority of all the families in metropolitan Chicago is the Chicago Tribune.

Bought and read seven days a week by more than 690,000 families living in every neighborhood and suburb of Chicago, the Tribune reaches from 242,000 to 477,000 more families in metropolitan Chicago than other Chicago newspapers reach.

Comprehensive news reports, top-notch comics and features, editorials that inspire real progress, and many helpful service departments have built for the Tribune Chicago's largest constant audience.

Here is a friendly, interested following already assembled for the manufacturer. It is responsive to buying ideas and accustomed to direct solicitation.

BECAUSE it pays them to do so, Chicago retailers place the major portion of their advertising in the Tribune. General advertisers spend far more of their Chicago appropriations in the Tribune than in any other newspaper.

Every dollar you spend in the Tribune can be devoted to selling your product and the company behind it. Without preamble or subterfuge, you can hammer home the advantages of your product or service.

Through the Tribune you can picture your product in black-and-white and in full color. You can show it in use and dramatize the satisfaction of using it. You can enlarge upon the individual features which are known to clinch sales.

Seasonal or emergency conditions may be turned quickly to your advantage because you can start or stop your advertising to suit your immediate requirements. You can back up dealers with direct selling help when and where they need it.

By building your advertising program around the Chicago Tribune you can build greater sales volume in Chicago quickly and at low cost. Rates per 100,000 circulation are among the lowest in America.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Average net paid circulation during the official six-month period ended March 31, 1938—Total daily, 857,963; Total Sunday, 1,115,643

Spotlight

PEOPLE IN THE SALES PANORAMA



PINCH HITTER

Carrying the top load nowadays at Campbell-Ewald—the big "automotive" advertising agency in Detroit—is soft-spoken, hard-plugging R. H. Crooker. He's been vice-president for five years, handling the biggest automobile account in the hands of any single agency—Chevrolet. So when President Henry Ewald eased off last Summer for a rest, Bob Crooker took over as acting president with a lot of background for the job. He had been advertising manager of Chevrolet, and going back further, of Federal Motor Truck, of Chalmers—spending the first $1,000,000-a-year automotive budget—and of the old Regal Motor Car Co. Before that he had been editor of Burroughs' house magazines and a Detroit *News* reporter.

The acting presidency gives him no dizzy feeling. It's hard to dazzle a case-hardened newspaper man. Crooker's feet are so habitually on the ground that even today he's not too mighty to write a piece of Chevrolet copy now and then while guiding the vast account for the agency. In his advertising manager days he went out and sold the products at retail himself because he thinks advertising men *must* know selling. All of this helped develop the judgment he uses today spending millions for Chevrolet in 5,500 newspapers, 300 radio stations, 25 farm magazines, etc., and maintaining its status as the largest outdoor advertiser in the world.

At 46 Bob Crooker follows boating, baseball, football and boxing—gave and took jolts himself once as an amateur fisticuffer—collects limited editions, gardens with skill. He has been police commissioner and mayor of his Detroit suburb. He travels a third of his time, averaging two Chevrolet banquets a week. But he's no *bon vivant;* he banquets to get his work done.

RIVER RIDER

You would never think Clyde Eddy, F.R.G.S., is a river adventurer, author of books about it, member of the Explorers Club. He is the smallish, soft-spoken, twinkle-eyed head of the important Squibb merchandising division (Vice-President R. D. Keim calls him "one of the best merchandisers in the business"). But in 1927 and 1934 he headed parties that fought their way down the tumultuous Colorado River making remarkable pictures and collecting scientific data. And his "Voyaging Down the Thames" is just out.

"Pointed" fits Clyde Eddy. His nose, his chin, his fingers, his ideas all are pointed. Nearly everything he ever did pointed toward something. He edited the high school paper at Victor, Colo. (where Lowell Thomas was a boyhood pal), the *Pacific Pharmacist* to work his way through University of California's school of pharmacy, the *Druggists Circular* for ten years until he joined Squibb in 1927 . . . all fitting him to write good copy for Squibb displays and dealer sales training material. He developed art sense for Squibb during his explorations and making a picture history of American aviation in France during the World War. His river lectures made him a good speaker to dealer and salesmen's groups. His early years in drug stores taught him merchandising and selling.

His "concentration sales" (Squibb Weeks and such) with skilfully designed, properly placed displays backed up by his slide films that train dealers and their people have multiplied store sales as much as ten times.

Clyde Eddy is an adventurer but he doesn't talk much about it. He *does* things, gets the itch out of his system, forgets about it.





PAINSTAKER

Planning—meticulous planning over a long period. That's the main strength of J. M. Elliott's sales strategy for Carstairs Bros. Distilling Co. He learned the value of doing it during his five years as a Coca-Cola sales manager; learned the cost of *not* doing it when he was prevented from following his theme with Mavis, another big bottled drink outfit. Then he sold Hiram Walker products before becoming sales director of the new Carstairs company. So Carstairs progress has not been jerky. It covers 12 states—and eventually will cover 48—by steady, solid growth with satisfaction to dealers and jobbers who see a long-continuing future without "deals." Every jobber in the land was studied thoroughly before the right ones were picked, one region at a time. Then a permanent program of sales promotion was started. Concentration is the watchword. But a year of planning preceded the sale last June 14 of the first bottle of Thos. Carstairs' 1788 whiskey.

This long, lean South Carolinian has largely shucked off his southern accent since he came north years ago; but agreeable forcefulness stays. And he's a sticker-to-it. He saw Harrison Jones, head of Coca-Cola, 12 times hand running before he got a part-time job while he was working his way through three years of Georgia Tech. And even then he sold only himself and had to make his own job. He set up a statistical department. Jones has been a guide and counsellor ever since.

Elliott long ago found that "there are no short cuts" and doesn't look for any. He gets things done by working overtime and always. He gets in a little bit of golf and loves to land a tarpon or sailfish. But mostly he's busy.





POPGUNNER



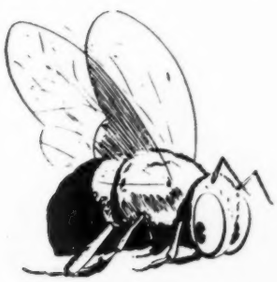
When a "big" man is really big, he's very simple. That's the way it is with Willis Haviland Carrier, "father of air conditioning" and head of the Carrier Corp. With a kid's popgun he illustrates the highly technical operating principle of a new Carrier noiseless valve . . . because he understands people, knows how to interest them and how to make points click. That makes him a leader of his sales staff as well as his technical men—"the Chief" to them all. Inventor and learned engineer though he is, he projects himself into the position of the customer so habitually that he always determines *what* will sell and *why* it is needed before anything appears on the drawing boards of his development department. He *knows* the air conditioning needs of mines, textile plants, beauty shops, restaurants, theaters because he goes in himself and finds out. And he knows how to sell what the company makes.

He is 62, a small-town northern New Yorker who graduated from Cornell in 1901, was elected to Sigma Xi in 1914 when his achievements in engineering began to become known, and who formed the Carrier Corp. in 1915 with seven chief aides, six of whom are still with him. Since then his own inquiring scientific mind has contributed plenty to the spread of air conditioning to aid industry and to make man's life and work more comfortable.

Willis Carrier hunts, fishes, loves dogs. His stories are good in camp and in business. He draws people to him by his basic humanness and sincerity. He gets things done thoroughly by setting an example of intense concentration.

MERCHANDISING!

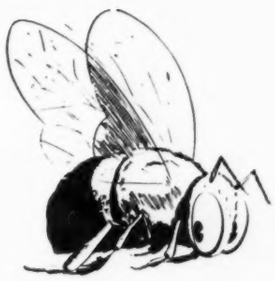
Let the "BEE" NEWSPAPERS do the job



SACRAMENTO BEE



FRESNO BEE



MODESTO BEE

in INNER CALIFORNIA

FOR experienced, hard-hitting merchandising help—that streamlines your advertising and makes your dollars stretch—count on Inner California's home newspapers! Sacramento Bee, Modesto Bee, Fresno Bee. Their top rank merchandising service is comparable to the best in the nation. For complete details write the Sacramento Bee.

How United States Trading Areas Rank in Population and Retail Sales

Market	Rank in Sales	Rank in Population
New York	1	1
Chicago	2	2
Philadelphia	3	3
Los Angeles	4	4
Boston	5	5
Detroit	6	6
San Francisco	7	9
Pittsburgh	8	7
St. Louis	9	8
Twin Cities	10	11
Cleveland	11	10
Washington, D.C.	12	22
Milwaukee	13	12
Baltimore	14	15
Cincinnati	15	13
Buffalo	16	14
INNER CALIFORNIA	17	18
Providence	18	16
Kansas City	19	17
Portland (Ore.)	20	28

The "Bee-Line" to Sales Results!

Use the three BEES* for maximum daily newspaper coverage of the rich Inner California market. No combination of daily newspapers distributed from other metropolitan areas will give as much as 20% coverage!

*Plus a Stockton Newspaper.

Only Complete Radio Coverage.

80% of the radio families of Inner California . . . which can NOT be covered adequately by San Francisco or Los Angeles stations . . . listen regularly to these McCLATCHY STATIONS:

KFBK *Sacramento* • KWG *Stockton*

KMJ *Fresno* • KERN *Bakersfield*

KOH *Reno, Nevada*

McCLATCHY BROADCASTING CO. STATIONS
represented nationally by the
PAUL H. RAYMER COMPANY
New York, Chicago, Detroit, San Francisco



Sacramento Fresno Modesto

BEE

JAMES McCLATCHY PUBLISHING CO.

National Representatives

O'MARA & ORMSBEE INC.

NEW YORK • CHICAGO • BOSTON • DETROIT
ATLANTA • SAN FRANCISCO • LOS ANGELES



To help you realize your profit prospects for 1939



A series of studies covering retail sales by income levels of many kinds of advertised products has been made during the past year by The New York Times Market Research Department. They show that New York's above-average-income families comprise its most profitable volume market. Many sales, advertising and management executives are finding these studies immensely valuable in planning more profitable operations in New York, knowing, as they do, that The New York Times concentrates advertising effort among these more-profitable-to-sell families. We believe that you, too, will find these studies helpful in weighing your profit prospects for 1939—and in planning to realize them effectively and economically. The coupon below will bring you the studies that most concern your business. Have your secretary send for them today.



It Will Pay You to Send This Coupon Today

The New York Times,
Times Square,
New York, N. Y.

Send full information about your Market Studies.
I am particularly interested in

SOAP ☐ PINEAPPLE JUICE ☐ CITRUS FRUIT ☐
COFFEE ☐ TEA ☐ TOMATO JUICE ☐ SHORTENING ☐
COLD CEREALS ☐ HOT CEREALS ☐ BAKED BEANS ☐
CAMERA FILM ☐ REFRIGERATORS ☐ TOOTHPASTE ☐
CANNED-BOTTLED BEER ☐ TOMATO KETCHUP ☐

Name _____

Firm _____

Address _____

SM

The New York Times

"All the News That's Fit to Print"



Business card? What of it? . . . every salesman carries 'em. But not a card like Allen's, which is the front cover of a tiny promotion piece—a card to arouse a prospect's interest, give him something to hold during an interview . . . and likely to file away.

Screw Maker Sponsors Systematic Drive to Induce Distributors to Use Catalog and Sales Helps

Jobbers do not need new sales ideas half as badly as they need to learn to use the neglected sales tools which they can have for the asking. So reasoned Allen Mfg. Co., in framing this campaign.

BACKED by a 28-year policy of distributing exclusively through selected mill supply houses, the Allen Manufacturing Co., Hartford, Conn., manufacturer of hollow screws, has completed a systematic campaign started more than a year ago to help distributors increase business by inducing them to make better use of the catalog and sales helps the company furnishes.

Allen limits the number of distributors and thus concentrates sales with a comparatively few rather than scattering business among a large number of wholesale houses. The company finds that selected distributors give its products good attention and that the price structure remains more satisfactory by this method.

Over a period of years the Allen distributorship has become desirable, as evidenced by the large number of applications received annually. New distributors are added principally on company knowledge of the applicants and their past performance in the industrial field, the number of outlets being based upon a study by Allen of the potential business in each territory.

To help these distributors, Allen put on the merchandising program as a means of inducing them to make full use of a wide range of sales aids.

"One important result of the drive," states W. C. Waldo, vice-president in charge of sales, "has been the greater efficiency of catalog distribution. One of our chief problems was to move catalogs from shelves, and another was to present our various sales helps in such a way that they would be used. This program has accomplished both very well."

The plan centered around a 9- by 12-inch, spiral-bound portfolio entitled, "Distributor Sales Promotion Plans," presenting 38 pages of definite ways of cashing in on Allen helps. The catalog was a major feature. To impress the distributor with its importance, Allen devoted an entire page to this brief explanation:

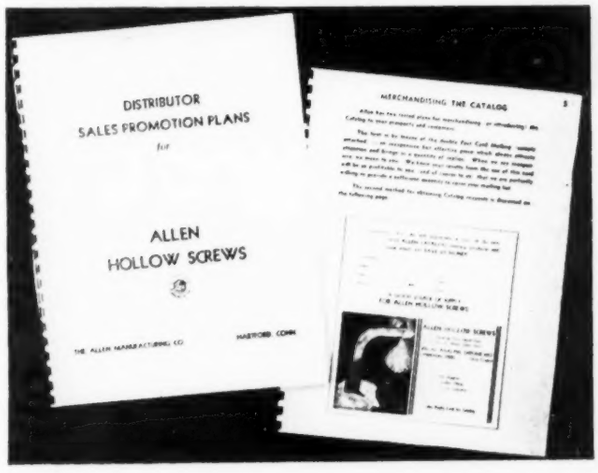
"The outstanding piece of printed matter in almost every manufacturing business is the catalog—and Allen's is no exception. Use the catalog at every opportunity. It is most complete and instructive and a valuable aid in helping you sell Allen hollow set and cap screws."

The catalog in itself is a job well worth merchandising because it brings out effective sales themes, such as the use by Allen of Chrome-molybdenum steel which has produced hollow screws of greater strength resulting in smaller size screws. In turn this has reduced the size and weight of parts in which screws are used.

There is a technical discussion of the advantages of hollow screws and socket head screws. And a graphic chart compares the strength of Allen screws with standard screws as to tensile strength, yield point and Brinnell hardness.

Catalogs were sent chiefly to those requesting copies. One plan centered around a double postcard to be mailed to prospects. On one side was a return card reading "Yes, we will appreciate a copy of the new 1937 Allen catalog covering products and data that will *Save Us Money.*"

The other method used a four-page illustrated letter printed on the distributor's letterhead at Allen's expense but addressed and posted by the distributor. The letter carried an illustration of the catalog and text played up the catalog content as a source of real help. Inside pages featured a dozen illustrations with descriptive text to



No less than 38 specific methods of making money from the company's sales helps are detailed in the portfolio for distributors. The entire effort centered on thorough utilization of the catalog.

make prospects want to know more about the line.

To induce distributors' salesmen to study the new catalog, Allen launched a contest offering cash awards for the best answers to five questions, these being so selected that salesmen had to read the catalog. Seven winners were then played up in a four-page illustrated letter, the inside pages picturing these salesmen and telling about the competition. Letters were mailed to customers and prospects to build up the importance of salesmen. Quotation:

"The men who sell Allen screws are emphatically not mere order takers. They know the product—they have developed new uses and offered valuable suggestions and earned their orders through definite assistance to many buyers who had not known the outstanding qualities of Allen screws."

In addition to pushing the catalog, the portfolio featured a number of mailings, among them a series of five letters to be printed on the distributor's letterhead. The first dealt with the complete line in general, the second was on testing, third on socket head shoulder screw, fourth on the hollow head screw family and the last on engineering data.

(*Continued on page* 53)



Such billboards as this mystified and interested all Seattle.

Fuel Salesmen Carry Real Fire to Clinch Briquet Sales Claims

Salesmen of Seattle Gas Co. make unique dramatic demonstration in 100,000 Seattle homes. A teaser campaign helps to spread interest.

AN actual burning fire taken to every home in town was the unusual product demonstration accomplished on behalf of briquet fuel by the Seattle Gas Co. and its advertising agency, Erwin, Wasey & Co.

The actual fire, heralded as a "Magic Fire," was taken by a specially trained staff of 40 men to each of the 100,000 homes in Seattle. The engineering division of the Seattle Gas Co. created the fire-holding container—a bucket finished in baked white enamel and lined with an air chamber and two thicknesses of insulation.

The fire of briquets was started at 7:30 A.M., and glowed during an entire day of demonstrating. A prepared demonstration interview speech made a point of this, as the fact of lengthy heat-holding is a prime feature in connection with briquet fuel.

A week of extensive teaser advertising aroused public curiosity about Magic Fire. Guesses and wonderment as to what it was even penetrated the Seattle high schools, as indicated by mention in the school paper gossip columns, and a photographer who was trying to carry one off for a picture was besieged with questions by business men in the street. One of the most effective of the teasers was a street car dasher card, announcing "Coming—The Magic Fire"—and illustrated with a sketch of flames reproduced in red metallics. This material sparkled and, what is even more newsworthy, clung to the cards during a week of rain and shine because of a shellac treatment over the surface.

The teaser campaign included a week of newspaper ads—cartoon teasers, theatre page teasers, front page two-color teasers and other teasers spotted through the paper. Also included in the teaser campaign were 24-sheet posters, airplane trailers, and radio spot announcements.

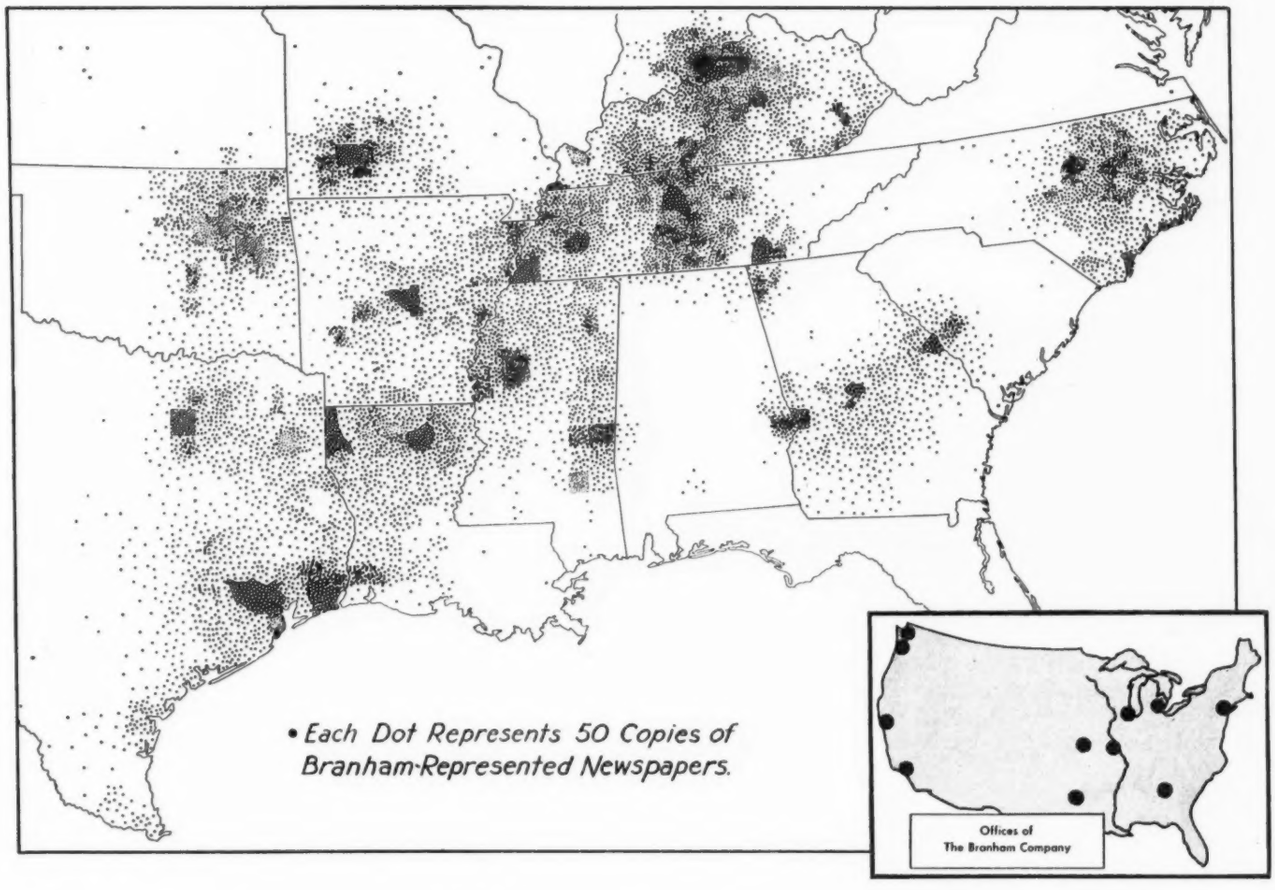
When households were finally let in on the secret—that the Magic Fire was a demonstration of briquets—there wasn't a let-down because interest took a new tack. How can they carry around an actual fire? Also, copy stress on the point that the Magic Fire messenger could not accept orders and would attempt no selling detoured usual sales resistance. The demonstration men reported a wonderful reception. Housewives even stopped bridge games to view the Magic Fire, and women would dial the gas company to inquire when the Magic Fire messenger would be at their homes . . . they had been down town—*had* they missed him?

Each householder who viewed the demonstration received a certificate good for 100 pounds of briquets. This was redeemable on demand within a specified time, and the salesman who delivered the gift built a demonstration fire in the fireplace, the furnace or the range. He definitely asked for the order on this call. The customer could place an order through a regular dealer, also.

The Magic Fire theme is being continued in the merchandise advertising following the initial sampling-and-demonstration campaign, but in a way which is secondary to facts about "Gasco" briquets, such as the fact that they cost less to use, that they burn without a particle of ash, etc. Seattle Gas Co. officials feel that the promotion, as measured by results to date, will have a most salutary effect on its tonnage sales for the 1938-39 season.



"How can they carry around an actual fire?" When suspense was at its height there came this answer.



Want to Meet a Million Families Who Spend a BILLION DOLLARS a Year?

They want everything under the sun—they buy dozens of trainloads of goods every year—they spend a billion dollars a year. Meet these 1,079,769 families who read the 21 Branham-represented newspapers. Meet them any day of the week—spread your goods before their eyes—invite them to buy.

"Reorders are already coming in" writes an advertiser whose campaign just started. Another—one of the biggest—has released jumbo schedules because his sales records more than justified the increase.

THE NATION'S NO. 1 SALES OPPORTUNITY

Leading all other sections of the country in sales recovery, as proven by the 1933 and 1935 U. S. Business Census—advertiser after advertiser is beaming at sales results in this area. Oil, cotton, tobacco, textiles, lumbering and manufacturing lead the grand parade of bustling activity . . . Ask a Branham man for uniform, accurate, authentic "guide books" to our 21 markets. They provide the key to the marketing machinery available for the distribution of your goods. The Nation's No. 1 sales opportunity—when shall a Branham man come to tell you about it?

Branham "Guide Books" Answer Questions Like These—

- Who are the buyers in the drug and grocery wholesale houses?
- What chain drug and grocery stores are in these markets—and where are buying headquarters?
- What are the latest figures on retail sales—broken down by classifications of retail businesses?
- Who are the leading independent merchants and what are their addresses?
- What are the names of the leading brokers?
- How many city and country salesmen are employed by local wholesalers?
- Is the local water supply hard, soft or medium?
- How many stores are there who sell my type of merchandise?

THE BRANHAM COMPANY

Chicago . New York . Dallas . Atlanta . St. Louis . Detroit . Kansas City . Los Angeles . San Francisco . Portland . Seattle

Shall We Offer a Consumer Premium, a Dealer Premium, or Both?

THERE is more to the use of premiums than appears on the surface. To the uninitiated a premium is simple: It is the offer of something to those who will make a designated purchase. True, but that is only one of its manifestations. We not only have premiums to consumers, but we have premiums to dealers. Sometimes we have premiums both to consumers and to dealers in connection with the sale of the same product.

In considering the use of premiums it becomes important to know which type of offer to make, and what governs the selection.

The use of consumer premiums is indicated in the following cases:

(1) Where the product is new and prompt consumer acceptance is essential.
(2) To create new customers for an established product.
(3) To sustain loyalty to a product in the face of competitive activity.
(4) To revive lagging sales.
(5) To extend the period of purchase and use where it tends to be seasonal.

New Product—When a new product makes its appearance on the market, even if its quality is far superior to any other, it avails little until people will buy it and come to appreciate that quality through use. But when the manufacturer offers a premium in connection with his new product, it is taken as his guarantee that the product is all that he has claimed for it.

This is all the more evident where the premium is a well known, nationally advertised article. The known quality of the premium is imputed to the product. An unknown brand of South American corned beef was introduced into the Metropolitan New York area quickly through the offer of a meat slicing knife whose make was favorably known to 90% of the housewives in that territory.

New Customers—Even the fact that a product has been on the market for a number of years does not mean it has reached the peak of its possible sales. There are always more prospective customers than actual ones, and the premium offer is frequently designed to reach those who have not been moved to purchase through other forms of advertising. This is the admitted reason for many of the consumer premium offers of such concerns as Procter & Gamble, General Mills, Colgate - Palmolive - Peet, and many others. Here the product reinforces the premium offer because it is well known.



Premiums have long sustained consumer loyalty to Octagon soap products despite the tremendous advertising barrages of competitors. This display, produced by Brett Lithographing Co., features the actual premiums in the dealers' windows.

The type of premium you decide upon should be determined by certain definite factors in your current sales situation. Here is a short and lucid summary of what constitutes those factors.

BY

FRANK H. WAGGONER*

Editor, Premim Practice, and Associate Editor, SM

To Sustain Loyalty—There have been numerous instances where premiums were first offered to consumers because of strong competitive activity. Sales were in a healthy condition until a competitor launched an attack, and then the counter attack took the form of a premium offer that raised sales to so high a level that the position of the product could not be successfully assailed. Offers of that kind were of premiums given with certain sized purchases—the quick action offer as opposed to the coupon type, where receipt of the premium was deferred until after a series of purchases had been made.

Reviving Sales—Where a concern manufactures a line or family of products it frequently happens that one or more items may be allowed to lag or, having once attained momentum, it is assumed that this momentum will carry them on indefinitely. A feeling of security in sales volume is a dangerous thing. A certain soap product came on the market with a premium-induced flash like a meteor. It topped them all. Then the driving force was withdrawn and competitors, seeing it, redoubled their promotional efforts until this leader lost its position. Momentum failed to carry the product on, but lately a direct premium offer has enabled it to recover much of its lost ground.

Extend Purchase Season—Seasonal buying and use may be largely artificial or, if natural, may be changed by the application of strong promotional effort. August has become the fur buying season in that way. In Canada more Coca-Cola is used per capita than in the vicinity of New York, in the Winter time. A few years ago the New York Coca-Cola Bottling Co. made an offer of a $6 electric iron for $1.95 to every person buying a 24-bottle case of the product, and nearly a quarter of a million people responded to that offer. It was so effective that in succeeding seasons other offers were made, but modified by permitting the product to be bought in four six-bottle handy carry cases instead of the 24-bottle case at one time.

Type of Consumer Offer—The type of consumer offer depends on several factors. If the product is feeling the pressure of a competitive attack, or is a recent entrant on the market, some form of a direct offer should be made. The premium should be given outright with a specified purchase, or, if that is not possible because of the low profit-margin, then with either a combination

* This is the fifth of a series of articles by Mr. Waggoner. Others appeared in the June 15, July 15, August 15 and September 15 issues of SM.

Listen to the Men Who Know

Number 5 of a Series of Advertisements Written by National Geographic Advertisers

BELL & HOWELL COMPANY

GENERAL OFFICES AND FACTORY
1801-1815 LARCHMONT AVE.
COR. RAVENSWOOD AVE

CHICAGO, U.S.A.

NEW YORK
HOLLYWOOD
LONDON
CABLE ADDRESS
"BEHOW"
CHICAGO
ALL CODES

OFFICE OF
J. H. McNABB
PRESIDENT

August 24, 1938

Mr. Raymond W. Welch
Director of Advertising
National Geographic Magazine
16th & M Streets
Washington, D. C.

Dear Mr. Welch:

It is significant that, since shortly after the first Filmo personal motion picture camera was made fifteen years ago, we have advertised Filmo equipment consistently in National Geographic Magazine. As in previous years, Geographic carries a major portion of our 1938 advertising.

Families in the upper middle class are our best prospects, and the evidence that the Geographic circulation is especially rich in families of this class proves beyond doubt that this magazine carries our story into the right homes. Investigations of magazine reading habits which we have made among owners of Bell & Howell equipment substantiate this conclusion. National Geographic is on the "preferred" list of so many Filmo owners, and reaches these owners at such a relatively low average cost, that its value in reaching good Filmo prospects is obvious.

Our fifteen years of advertising in Geographic, and of careful checking of results, have proved this magazine to be a consistently dependable producer of low-cost inquiries of better-than-average worth.

Very truly yours

BELL & HOWELL COMPANY

J. H. McNabb

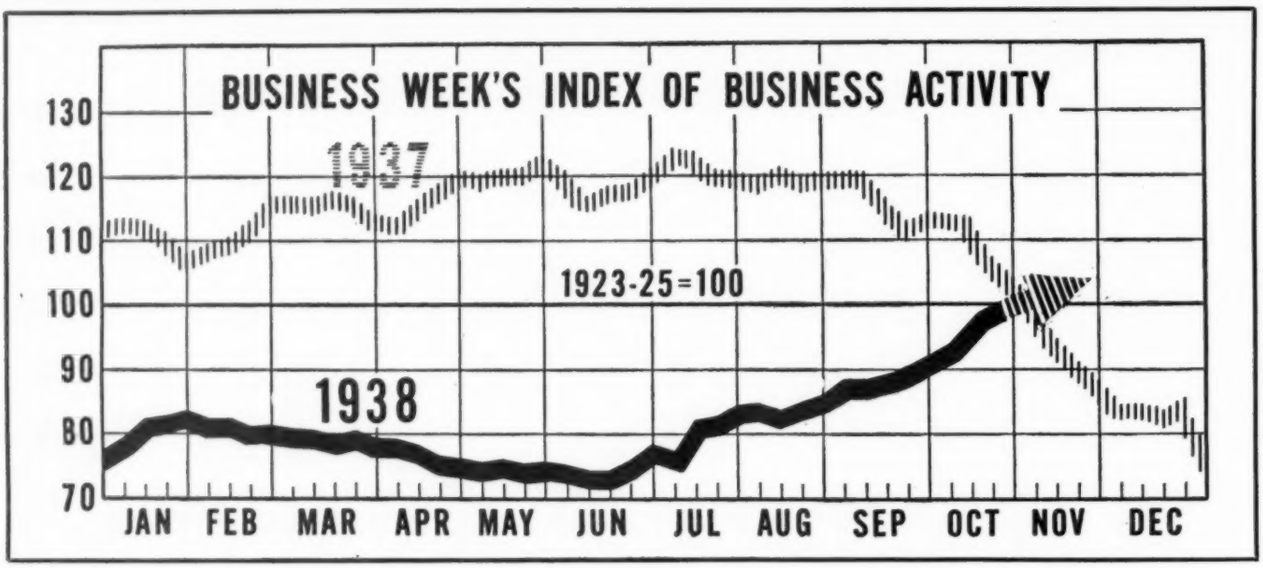
President

Sell the First Million First

The NATIONAL GEOGRAPHIC MAGAZINE · WASHINGTON, D. C.

NET PAID CIRCULATION EXCEEDS 1,000,000

WILL *YOUR* SALES CURVE



These Forces Foreshadow Next Year's Sales Opportunities

1. *Strong Recovery momentum* established over the past 17 weeks —

2. *Government Spending* — Federal deficits which were 50 million dollars in September, 1938, are scheduled to rise to something over 600 million dollars in a single month.

3. *Revival of Heavy Industries* — in steel, automobile and construction. Total construction is expected to increase by at *least a billion dollars in 1939.*

4. *World Armament Race* which is estimated to aggregate international expenditures of 25 billion dollars.

5. *Lower Costs* — In recent months many businesses have reduced expenses. With greater volume greater profits are in sight restoring incentives to expanding business.

6. *The Resources to Finance Recovery.* Bank deposits are high, interest rates low and FHA and RFC are ready to cooperate.

Whether this is sound permanent recovery, is another question. Here are gigantic forces bringing an upsurge in business *at least* for the first half of 1939.

Will you get your share?



For 1939 sales **ADVERTISE NOW in**

McGRAW-HILL PUBLISHING COMPANY, INC., 330 West 42nd Street, New York City

KEEP UP WITH BUSINESS?

Budget your 1939 Advertising on the basis of Expected Volume . . . and Start NOW to put your Sales Curve where you want it.



64% of companies operating on a *fixed percentage* basis budget advertising on "expected volume".



76% of companies operating on a *varying percentage* basis budget advertising on "expected volume".

"Expected Volume" as Budget Basis

A comprehensive survey just released by the National Industrial Advertisers Association shows that this is the accepted practice of the majority of industrial advertisers.

8 "Pay" Reasons for Starting Your 1939 Advertising Program NOW

1. Insure the getting of your share of 1939 business right at the start.

2. Stimulate your salesmen to take full advantage of increasing business activity.

3. Many long-pending orders for capital goods will soon be moving. Advertising will help to move them . . . your way.

4. Next year's orders are in the making *now* — you can beat your competitor who is still marking time, by intensifying your advertising effort first.

5. As business improves, costs will inevitably tend to rise. You can cut your future selling costs by advertising now.

6. New uses and new markets for old products are being opened up today.

7. Advertising now will most quickly reach and influence the new men in your customers' and prospects' organizations.

8. Advertising will bring your message to the influential "inside" men, who are getting harder to see, as production activity increases its pace.

McGRAW-HILL PUBLICATIONS

ATLANTA • BOSTON • CHICAGO • CLEVELAND • DETROIT • LONDON • PHILADELPHIA • SAN FRANCISCO • ST. LOUIS • WASHINGTON

sales or a purchase privilege offer, both being self-liquidating.

If there is no special competitive pressure and the product is bought frequently and the profit-margin permits, then the coupon system would be in order. But if the profit-margin is low, as in the case of bread, the offers should be self-liquidating and conditioned upon the return of a small number of tokens with the accompanying cash. To postpone the receipt of a premium very long is to kill interest in saving coupons or other tokens.

Continuity in premium offers is highly advisable. There is a mild protest among housewives over being offered a motley assortment of premiums, no two alike. Premiums coming in sets that can be had one at a time, or as in the case of silverware, in the single service of a knife, fork and teaspoon, are growing in favor. If nationally advertised articles are used on the self-liquidating basis, such offers should be limited to a week or two, and the same premium not repeated within three or four months, so as not to disrupt the regular retail market. Used for a short time, such offers are in effect sampling, and a stimulant to retail sales. To make them continuous is to hurt the retail market.



Friedman Mfg. Co., Chicago, increases sales to retailers and wins their cooperation with many valuable premiums "given as 'dividends' to dealers who handle and feature Friedman oleomargarines . . . who give them display and support." Dividend Certificates are packed in each case of Friedman products.

On over-the-counter delivery of premiums by dealers some compensation should be made for their handling. Such returns are several times higher than on mail-in offers. Where feasible, it is considered good practice to have the premium delivered with the purchase and make an allowance to the dealer for handling what mailing would cost, including wrapping, packing and addressing. Volume is multiplied and with no extra cost.

The use of dealer premiums is indicated in the following cases:

(1) Where there is a disinclination to use consumer premiums.
(2) To stimulate the sale of non-advertised brands.
(3) Where the purchase unit is low in price.
(4) Where the profit-margin is small.
(5) Where it is desired to have dealers stock the product more heavily than usual.
(6) To secure greater dealer cooperation.
(7) To increase dealer profits so as to enhance loyalty to the product.
(8) To induce dealers to handle other items in the line.

Disinclination to Use Consumer Premiums—Many concerns that would not offer premiums to the consumer, offer them to the dealers, relying upon them to push the sale of the products. Such cost is less than that of a consumer plan that is not self-liquidating.

Loyalty to Nameless Products

Non-Advertised Brands—There are many products sold without benefit of brand name or advertising to the public. Most of these are bulk sales. As it is difficult to create any loyalty to an unidentified product, the manufacturers resort to dealer premiums. This practice is widely followed in the confectionery field among the manufacturers of bulk candy. The same plan is equally available and effective with all bulk merchandise.

Low Purchase Units—Many articles sell from one cent to five, and the price does not admit of a satisfactory consumer plan. In such cases the manufacturers prefer to offer premiums to the dealers and depend upon their cooperation to move the stocks.

Small Profit-Margins—On many products the margin of profit per retail sale is too low to admit of any premium allowance for the consumer, and in such cases many manufacturers resort to dealer premiums for the "push" they give rather than the "pull" of the impractical consumer premium offer. A dealer premium offer may be either of a certain article with an order for a given number of cases or on the coupon basis, where dealer coupons are packed in each case.

Stocking More Heavily—Some motives back of dealer premium offers disclose real strategy. In most retail stores the dealer budgets his capital among the different departments or classes of goods. In each department or class he probably carries one or more lines for a few customers who prefer them, and sales of which are negligible in volume. With any real sales effort he could swing these customers to the more popular lines. Through a premium offer the dealer may be induced to spend so much of his appropriation for a best-selling line that there would be nothing left for the "convenience" lines and but little for a possible competitor's. This plan has been successfully worked by some of the leading food manufacturers and distributors in the country. The cost of the premiums was a small price to pay for the lion's share of the store's business.

Bread vs. Bread 'n' Jam

Greater Dealer Cooperation—The same mental trait that brings the customer back again and again for premium or coupon-carrying products operates to set in motion greater sales effort on the part of the dealer and the clerks where dealer premiums are offered. Dealers know that the more they sell the more premiums they will receive, and where the profit-margin is equal to the non-premium products, human nature directs the major sales effort in the direction of the added advantages of the premiums. This cooperation takes the form of more frequent use of the manufacturer's mats in the dealer's own local advertising copy, in better displays both of the product and advertising material, in being alert to make every sale possible.

Increasing Dealer Profits—One of the trends in dealer premiums is to use items that the dealer can put in stock and re-sell. All of the proceeds from such sales go to the credit of the products and enhance the efforts of the dealers to increase sales. Re-usable containers are being widely used as dealer premiums. Coffee is being packed in tight-covered galvanized cans that later can be sold for ash cans. Crackers are being packed in bulk in bread boxes with the purpose of later being re-sold. Sets of dishes are being packed in clothes hampers—and so all down the line. Wrigley is probably the largest user of re-salable premiums in the country.

To Induce Handling Other Items—Where a manufacturer has a line of products and packs dealer coupons or

certificates in them, one of the objects is to make the dealers realize that if they will stock the other items in the line they will receive more premiums. A number of prominent concerns follow this plan most successfully and find competitors have a difficult task in getting their lines in those stores.

Both Plans Used—Many concerns offering premiums to consumers supplement them with offers to the dealers. Colgate is an oustanding example.

Drive by Screw Maker Induces Distributors to Use Sales Helps

(*Continued from page* 46)

The portfolio also dealt extensively with sales clinics of which many are held each year with distributors, their salesmen, and customers and prospects, if the distributor wishes to include them. Clinics are directed and conducted by Mr. Waldo; Carl F. Meister, field sales manager; and Allen salesmen. Meetings are informal, and a Swedish buffet supper usually tops off the evening.

The Allen story is presented in the form of two movies, made by George E. Myers, Hartford, Conn. One, in use about 60 days, takes its audience on a 40-minute tour of the manufacturing plant. To make a unified presentation, the film shows a visitor being conducted through the plant by a company engineer, which keeps the theme moving with uninterrupted interest.

Another film, on distribution, is shown in 15 minutes and is built around the portfolio to considerable extent, furthering the merchandising of its catalog and sales helps.

Another source of help furnished its distributors is the Handikit, a sample kit provided without charge to customers for new uses, and to prospects. The kit, introduced two years ago, has been instrumental in developing new uses for Allen products and in adding new accounts.

A time study made recently by Allen showed that out of a given number of work hours spent by salesmen, only 69% were considered productive hours. This was determined by a time check on each account report, time being recorded in quarter hours from 8 A.M. to 6 P.M. As a result of this Allen has hammered at better work planning as a means of increasing the productive time of its own men.

Ad Campaigns

(*Continued from page* 21)

dailies and 5,200 weeklies. It is probable that the company's cars will be advertised in as large a list of papers.

Chevrolet announced its '39 models in 6,000 daily and weekly newspapers and on 16,000 billboards through Campbell-Ewald Agency, Detroit.

A teaser campaign on 7,500 outdoor posters, in newspapers, and on 275 radio stations preceded the campaign.

Plymouth Division of Chrysler Corp., used 1,200 newspapers for its announcement, handled by J. Stirling Getchell, Detroit. Now "92% of all the daily newspaper circulation in the country is being used to dramatize" the new models. A magazine list as long as your arm supplements; as does Major Bowes' Amateur Hour, via a CBS Network.

Oldsmobile Division of General Motors promotes "its 42nd annual model in 3,300 dailies and weeklies, plus magazines." D. P. Brother & Co., Detroit, is the agency.

Last year Buick employed 2,200 newspapers to sell 169,000 cars. It climbed from seventh to fourth position among all motor makers. For 1939, says W. F. Hufstader, gen. s.m., newspaper coverage will be expanded and a minimum sales goal of 200,000 cars has been set. Arthur Kudner, Inc., N. Y., is the agency.

TODAY'S BUSINESS

To get today's business today demands an inspired sales force; organized to attack; trained to present; determined to convince; coached for victory.

You can't do much with soft words today.

There's dynamite that blasts the way to bigger business in the famous Borden & Busse talking picture "HOW TO MAKE A SALES PRESENTATION STAY PRESENTED." This masterpiece of modern scientific salesmanship will instruct and arouse *your* salesmen.

MODERN TALKING PICTURE SERVICE offers you this great sales epic on a rental basis. This vital, living analysis of human habits, this critical dissecting of the buyer's mind, has been used by 541 industrials, clubs and service corporations; 79 of them are world leaders.

MODERN TALKING PICTURE SERVICE has distributing stations covering the country. You can secure this film from your nearest station. And YOUR EXECUTIVES CAN HAVE A PREVIEW WITHOUT COST OR OBLIGATION. This film has never failed to win the sincere appreciation of every Sales Manager who has used it. Repeated use shows that it pays its way with a profit to the sponsor.

Loyalty to your house and fairness to your salesmen urge you to see this picture.

MODERN TALKING PICTURE SERVICE also offers you on a moderate rental basis: Elmer Wheeler's "Word Magic"; Borden & Busse's "How to Win a Sales Argument"; "How to Remember Names and Faces"; Benjamin Franklin Bills' "Persuasion Makes the World Go 'Round." These talking sales pictures have helped thousands of sales people in all branches of business, from executives to store clerks, to *get more business.*

Details will be sent on request.

MODERN TALKING PICTURE SERVICE, INC.

9 Rockefeller Plaza, New York City



By determined sales effort, any salesman may win the right to membership in Beata Quota Fraternity. BUT—and here's the rub!—if he does not exceed his quota, then he must be initiated by his more fortunate brethren who *did* exceed their quotas.

The results are astounding to sales managers. The Fraternity will be happy to tell you about the results others have achieved. It also invites you to submit the name of any salesman on your force for consideration in the Fraternity's First Annual Award for Distinguished Salesmanship, announced in the October 1st issue of Sales Management.

BEATA QUOTA FRATERNITY

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SPRINGFIELD, ILLINOIS

Advertising Is a Sales Tool: Train Your Men to Merchandise It

The life and power of advertising should be far greater than those of the media in which it appears. Here are concrete, easily adaptable suggestions on how a salesman may use his firm's advertising in many a tough selling job.

The second of two articles*

BY MARSH K. POWERS

THE salesman who sells his wares — or his company's service — direct to the ultimate consumer or user, whether the latter is an industrial plant, a housewife, a professional office, or any other type of buyer, needs to look at advertising from an angle entirely different from that of his fellow whose merchandise must pass through the hands of wholesalers, retailers, supply houses, manufacturers' agents or other type of middleman. For instance, in direct selling to the user, the statistics of a company's advertising are not an influence on the prospect—there is no "merchandising" to be done. Nevertheless, he, too, can make it a directly helpful tool and many of the procedures he uses effectively are capable of adaptation to the saleswork of the man who sells only to resellers.

Do you remember Andy Consumer? He was that epigrammatic individual who, in the humorous era of *Life,* acted as educational mouthpiece for the publication's advertising department. From time to time, for the enlightenment of *Life's* readers and—over their shoulder—of prospective advertisers, he delivered himself of cogent comments such as this—

"From my standpoint, one good thing about advertising is that it costs you advertisers real money . . . if your goods aren't good enough to stand big advertising, you don't last long.

"When I see an advertiser sticking to advertising for years and years, I know that I am not the only guy who thinks his stuff is good. It's a sign that thousands or millions of other consumers like me have found value in the thing that advertisers have to sell.

"Of course, I can't devote all my time to choosing things I use and eat and wear. When I see something advertised over and over, it shows me other people think well of it, too—or the ads wouldn't be there long.

"Advertising saves me time by getting lots of other people to help me choose."

To executives closely associated with advertising policy and preparation there is nothing startling in Andy's remarks.

What is surprising is that, even today, so many salesmen of advertised merchandise and services make so little systematic effort to apply, out in the field, and to their own profit, the sales power inherent in the Other Fellow's respect for long-continued advertising. They let it work for them "at a distance," so to speak, but neglect to make it a daily sales tool in their interviews. Even more surprising is the fact that any managements condone this neglect.

A new firm, operating on shoestring capital, can finance the production of a printed folder. A fly-by-night outfit, seeking only to get rich quick, can distribute handbills and letters. Continued publication advertising, whether in nationally circulated magazines, in trade, technical or business papers, in a list of newspapers, or the continued use of radio or outdoor display is quite a different matter. To be justified (not to mention being financed), it must be based on continuing sales volume in which, ordinarily, repeat orders must play a major part.

Purchasers of merchandise, consciously or unconsciously, realize that continued advertising is safe evidence of continuing sales volume. The salesman who represents a company which has an extended background of advertising is, therefore, simply letting a valuable sales tool lie idle if he fails to develop a subtle but effective way of weaving the fact into his sales presentation.

For a concrete example, take the common problem of the buyer who delights in putting salesmen on the defensive by the abrupt greeting, "I never heard of your company."

* Part 1 of this article appeared in the November 1 issue of SALES MANAGEMENT.

The proper reply, for the salesman whose wares are aggressively advertised, is simple in the extreme. "What! You don't know my company? Why, Mr. Blank, I'm sure you must have heard of it. Surely you've noticed our advertising in ————" (here he recites the names of whatever publications used by his company he believes Mr. Blank may read).

This stratagem deftly puts the shoe on the other foot. Tactfully, without risking offense, it suggests that the prospect, rather than the salesman's company, is at fault for the lack of knowledge. Often it short-cuts all need for a time-consuming dissertation on the company's history and standing, enabling the salesman to settle down immediately to the discussion of the specific item which he is trying to sell. On such occasions he should be prepared to support his assertion immediately by exhibiting a current example of his company's advertising. This can be in the form of a proofsheet, but an actual insertion in a publication is preferable, particularly if the prospect is of the stubborn show-me type.

Door-Opener *Par Excellence*

Many years ago, if my memory serves correctly, the first house-to-house sales organization to be backed by large-scale national advertising built its approach on the same basic idea. Its salesmen were equipped with copies of the latest magazine carrying the company's advertisement. As soon as the mistress of the home appeared at the door, the salesman was instructed to display the magazine, opened at the company's page, and offer it to his prospect. If my memory further serves correctly this stratagem proved an *open sesame* into hundreds of thousands of homes which had never before opened the door to what were then regarded as "peddlers." My understanding is that it continued to be efficacious until a horde of handsome youths and somewhat doddering old men (both intent on earning college scholarships) began to practice a similar approach. Even at that I believe there is still potency in the stratagem, provided only that it is not employed at residences in sections which have been besieged by subscription salesmen.

As a matter of fact, because the direct-to-user salesman has no "merchandising of advertising" to accomplish, he finds the greatest part of his opportunities to make personal use of his company's advertising are tied up to actual examples, in publications, or to his ever-useful supply of proofs.

Just as in the case of salesmen selling through distributors, he finds his stronger claims and assertions better received when supported by the force of the printed word over his company's signature. He cannot be suspected of personal overstatement if the claim he makes has been previously published in company signed statements before thousands — or millions — of readers with the tacit or expressed approval of a third party, the publisher.

Another place where a sales argument in printed form can prove more effective than the spoken word is in the case of certain dramatic sales appeals.

Because most American salesmen are of Anglo-Saxon descent, emotional, "heart-throb" appeals to ambition, fear and sentiment, are a type of sales argument they hesitate to stress to full advantage for fear that they will appear ridiculous in the process. Often, however, these sales appeals are both the most logical and the most potent sales producers. If they have been skillfully transferred to paper, in printed advertising, the most self-conscious salesman can feel no embarrassment in placing the printed message in his prospect's hands, guiding him through the text and then building his own, less theatrical presentation on the favorable foundation thus established.

In lines in which composition is abnormally severe or where all merchandise is, of necessity, of a closely standardized character, some individual companies seek distinction through sales plans which stress their advisory and cooperative services, rather than the merchandise itself. This, also, is a dif-

23 MERCHANDISING STAFFS TO BOLSTER YOUR RADIO MESSAGE!



HERE'S MERCHANDISING SUPPORT ONLY TSN CAN PROVIDE!

Advertisers on the Texas State Network get *more* than the matchless coverage of TSN's 23 primary listening areas, which blanket 22 of the most important markets in rich and responsive Texas. Each station of the Texas State Network maintains a complete merchandising staff to cooperate with sponsors in the field work that helps advertising succeed.

The many services offered by these 23 TSN merchandising staffs are available to TSN advertisers. In this way an advertiser can secure expert help in merchandising his program in almost every important market in the state.

Affiliated with Mutual Broadcasting System

KFJZ and KTAT . . . Fort Worth	KCMC . . . Texarkana
WRR . . . . . Dallas	KFRO . . . . Longview
KXYZ . . . . Houston	KGKB . . . . . Tyler
KABC . . San Antonio	KAND . . . Corsicana
KGNC . . . . Amarillo	WACO . . . . . Waco
KFYO . . . . Lubbock	KTEM . . . . . Temple
KBST . . . Big Spring	KNOW . . . . . Austin
KGKL . . San Angelo	KRIC . . . . Beaumont
KRBC . . . . . Abilene	KLUF . . . . Galveston
KPLT . . . . . Paris	KRIS . Corpus Christi
KRRV . . . . . Sherman-Denison	KRGV . . . . Weslaco (Rio Grande Valley)

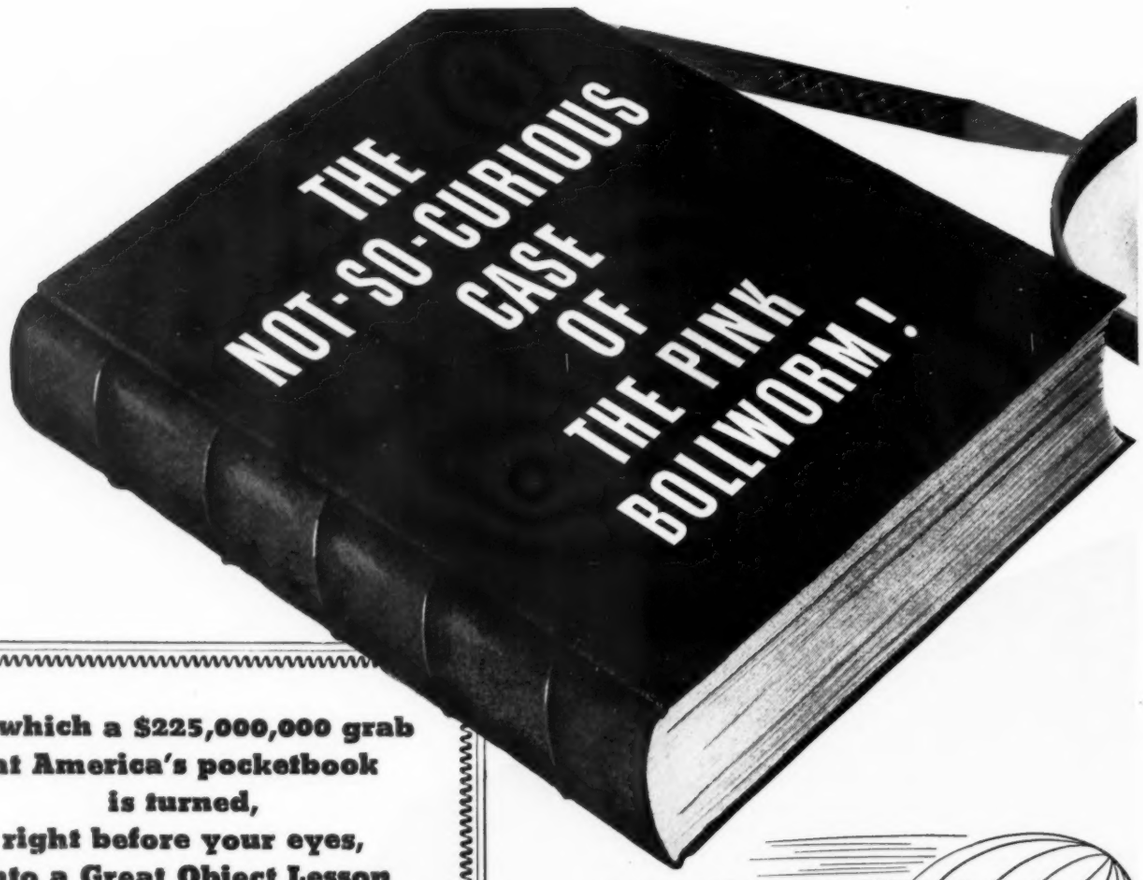
Ask for Complete Information

Texas State Network, Inc.

Elliott Roosevelt, President — Neal Barrett, Executive Vice-President

FORT WORTH, TEXAS

Represented by INTERNATIONAL RADIO SALES, INC., New York, Chicago, Detroit and Los Angeles



In which a $225,000,000 grab at America's pocketbook is turned, right before your eyes, into a Great Object Lesson for all executives with goods to sell . . . read on!



1. To begin with, the Pink Bollworm's somewhat sissy name belongs to a very *un*-sissy bug, whose appetite and will-to-live make the plain, old-fashioned boll *weevil* seem just silly. If the pink 'un ever does to U. S. cotton what it does to cotton some places, it will cost us just about $225,000,000 a year.



2. In the second place, Texas cotton is the most valuable crop grown in a single political subdivision anywhere in the world . . . running nearly as much as the total production of the gold, silver, lead, zinc, and copper mines of the U. S. (Thanks, World Almanac!)



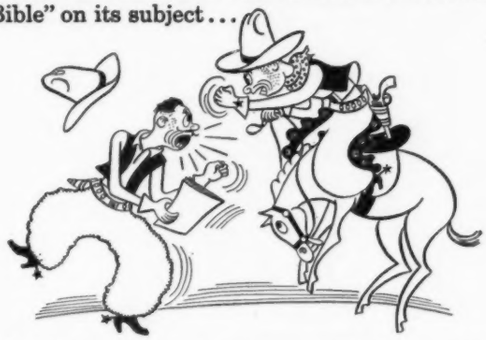
3. So...when the Pink Bollworm comes hell's-a-roaring on the wind over the border from Mexico and starts eating his way into Texas...you've got a villain of the first magnitude.



4. But there's always a hero, and this time it's on page 14 of a certain magazine last August. (You'll have to guess *which* magazine, because we gotta have *some* mystery to this.) It's an article called "The Pink Peril" that's a guide to all that's known about how to tell Pink Bollworms "scram" and make it stick.



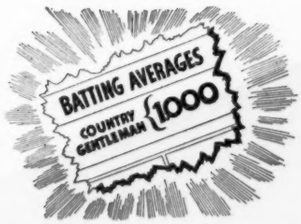
5. In no time at all, this article got around from hand to hand and mouth to ear at bollworm rallies . . . until the Department of Agriculture's head bollworm man was heard to say that the Pink Peril article had become the local "Bible" on its subject . . .



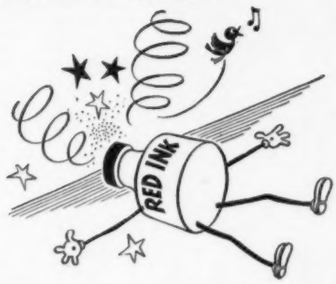
6. And until every time two or more Texans got to disagreeing on the bollworm subject, it was an almost sure bet that at least one of them would yank August Country Gentleman (Oops! There goes our mystery.) out of his pocket to prove just what was what.



7. Now . . . for a big national magazine to become the wheelhorse of a big and serious local movement may seem curious . . .



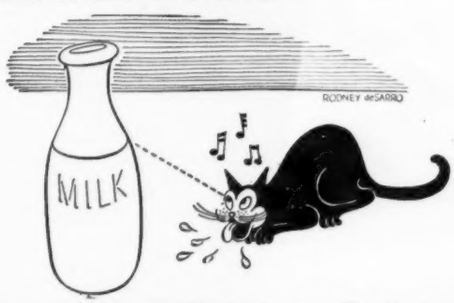
8. But this time there's nothing curious about it, for Country Gentleman is always doing things like this . . . *and has, in fact never yet failed to get action for any idea or cause sponsored by its pages!*



9. Which brings us gracefully around to where the Texans' fight against Pink Bollworm points a moral for almost any manufacturer's fight against Pink Ledger-ink...



10. For power to move people means power to move goods. And it's plain as the teeth in a Bollworm's head that when a magazine reaches some 2 million big-buying families not otherwise too well reached . . . and reaches them with as much help per issue and as much influence per lifetime as this one does . . .



11. Then . . . that magazine just naturally gives you *more for your money* than below cream-line selling in the big and over-sold cities.



COUNTRY GENTLEMAN

NATIONAL SPOKESMAN FOR AGRICULTURE

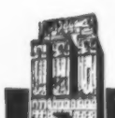


Pittsburgh has long been proud of its William Penn Hotel—but wait till you see what half-a-million dollars in remodeling and improvements have accomplished!

You'll find new guest rooms all refurnished and redecorated in the most attractive fashion. New restaurants, too. And the back-stage improvements you never see—but sense in the even swifter, smoother service—make it possible for the William Penn to give you more for your money than ever before.

1600 ROOMS
with bath and circulating ice water
from $3.50

HOTEL WILLIAM PENN
PITTSBURGH
GERALD P. O'NEILL
General Manager



New Appointments
FOR HIS MAJESTY THE AMERICAN TRAVELER

ficult topic for a salesman to handle if he is compelled to announce himself as an expert and thereby risk the criticism of overestimating his ability. A proof of an advertisement carrying that message to a prospect avoids this stumbling-block. It shows that the entire sales force has been trained to render similar service and that the salesman, in claiming to be an expert, is simply carrying out justifiable instructions from headquarters.

Salesmen for companies employing this sales plan find that they are often able to secure interviews which would otherwise be denied them if, in sending in a business card to a prospect, they clip to it a proof of an advertisement which explains this service feature. The printed statement establishes in the prospect's mind that the salesman has something more than merely a desire for an order to qualify him for requesting an interview, and the interview, if granted, starts out more auspiciously than a mere routine call.

This card-plus-proof approach has other uses. It is available for the salesman who has with him an advertisement containing some element to make it of particular interest to his immediate prospect, such as the story of an installation in a competitor's plant or of a non-competitive but local installation. Some salesmen, however, believe such an advertisement is more effectively used as a reminder after a call—either left with the prospect at the close of the interview, or used as the excuse for a follow-up letter.

Effective Flattery

Some years ago a manufacturer inaugurated an advertising program consisting wholly of performance stories of his product secured from customers. One salesman cooperated so energetically with the advertising department in collecting these stories that his territory threatened to monopolize all of his company's publication space.

The reason for his industry came to light when he insisted on being given an extra supply of preprints of each advertisement based on one of his reports. Each time such an insertion was ready to appear he would hurry out to the featured customer's plant and ask permission to mount a proof on every available bulletin board in both office and factory. The request was almost never denied. Usually it was approved with enthusiasm and, in such cases, always reacted to establish him more firmly in his customer's good graces.

Always a difficult prospect is the man who, in an interview, keeps his eyes and his attention centered on the papers on his desk or table. Experienced salesmen know the value of placing something in his hands to hold his thoughts on the subject of the sales presentation. In my own sales work I have found it highly efficacious to have available some large piece of printed matter, a double page proof, a large portfolio or a broadside, which I can open to full width and spread out over the distracting documents. Of course, in practicing these tactics, it is important not to disturb the covered papers and also, for the next few minutes at least, to "talk from the proof," so that the purpose of the procedure will not be so obvious as to defeat its success.

Strength for a Sales Barrage

A variation of this is regularly employed by a veteran machinery salesman whose company advertises in a considerable list of trade and technical journals. Early in each interview he takes mental note of whatever publications are visible in his prospect's office. If he sees one in which his company is advertising, he either uses it for the purpose described in the previous paragraph or else, late in the interview, makes an opportunity to open the magazine to his company's insertion. In doing the latter he accomplishes two results—he emphasizes that his company is a large scale advertiser, and, at the same time leaves in his prospect's mind a convenient place where his company's address can be found.

Watching for opportunities to put advertising directly to work led another machinery salesman to uncover a place where prospects are actually grateful to have his company's advertisements to read.

This man's sales are largely to successful bidders on public construction jobs. He has long made it a rule to attend every contract letting which he can reach, in order to be on the spot at that moment when one contractor—the successful bidder—will be put in a buying mood. In recent years he has made it a point to reach the meeting room sufficiently ahead of time to place advertisements and folders in front of each place at the table where the competitive bidders will sit to hear the bids read. He carefully selects proofs which illustrate his product at work on jobs similar to the one on which the contractors have entered their bids. He reports that, almost without exception, his prospects fill in their waiting time by reading and absorbing his company's sales arguments.

Somewhat comparable to this is the procedure followed by many salesmen whose bids or proposals must be made in formal, printed or typewritten form.

At the back of the binder, following the required specification sheets, etc., they insert punched reprints of selected advertisements showing installations of their product in use in the prospect's particular industry. They figure that the slight extra effort involved is more than repaid by the fact that, if a committee meeting is called to consider theirs and competing bids, their proposals are accompanied by performance stories which carry users' testimonials.

Once a salesman begins to concentrate on the question of how he can squeeze extra dollars of value for himself from his company's advertising investment, interesting and sometimes amusing opportunities begin to come to light. In the latter class is the manner in which one salesman has found a way to make hay even during the idle time he spends in reception lobbies.

His "raw material" is the array of magazines spread out for waiting callers—but he doesn't read them.

Instead he busies himself in selecting those in which his company's advertising is appearing. Thick magazines he "breaks" at his company's page, so that thereafter they will automatically open at that spot. In less bulky magazines he turns down the corner of the page of his company's insertion. Then, for his climax, he leaves one magazine "carelessly open" . . . but always with his company's advertisement face up. In places of business where it is the usual custom for the person called upon to meet the caller in the lobby, this industrious salesman is often rewarded by seeing members of prospect organizations, spurred by normal, human curiosity, pick up the featured publication and give his advertisement a quick reading.

Make Your Own Adaptations

Obviously no short discussion can treat the subject so exhaustively that any salesman will be told all the ways in which he can capitalize his company's advertising. Products, markets and sales methods vary too widely to make that possible. Procedures profitable in one field may require complete modification to be of use elsewhere.

Such adaptation is the task which each salesman must tackle on his own account, fitting the methods he adopts to his own personality and to the conditions of his work. On the other hand, sufficient similarity exists between all types of selling so that it is not impossible that every suggestion reported here contains the germ of a workable idea for any line of sales work — provided, of course, that the salesman's product or service is consistently and adequately advertised.

Marketing Flashes

(*Continued from page 26*)

Such secondary uses are small change, compared to the market for nylon hosiery. With "extreme sheerness, high elasticity, high strength, and improved resistance to runs," as is claimed, nylon stockings should put a big crimp in Japanese silk. A few months ago feminine boycotters of Japanese silk changed to lisle hosiery, but lisle bagged at the knees, looked tacky. Leg appeal won over moral indignation. "Buy American" can go to town in nylon.

Woven dress goods, velvets, knitted and woven underwear, too, are outlets for nylon, "a polyamide having a protein-like structure." Its dyeing presents no particular difficulties.

Construction of an $8,000,000 plant at Seaford, Del., for production of nylon textile yarn will be started by du Pont in December. When completed it will give employment to 1,000 people.

Carbide & Carbon Chemicals Corp., a subsidiary of Union Carbide & Carbon Corp., also has a synthetic yarn for hosiery. It is called "vinyon" and is said to be a synthetic resin product, competing with nylon.

To Newspapers Who Have "Sick" Linage Classifications

A newspaper man with such achievement records as the following examples during the last ten years, is available:

1. One paper (a bad third) had *no* business from 5 leading department stores. Within six months he secured contracts ranging from 20,000 to 30,000 inches from every store, and led the competing papers by 4 to 1 and held it.

2. Another paper needed help on 5 department stores and 5 chain food stores. In 9 months this man had jumped the placements of these accounts from 20 to 40%.

3. For a third paper he jumped its chain store business from a poor third to a dominant top position

4. For a group of papers he increased chain store business an average of *65%* the lowest increase being *28%*, the highest *114%*.

This man is in the early thirties, college educated, married, and willing to locate anywhere in the country if the opportunity is good. Introductions will be arranged by:

PHILIP SALISBURY, *General Manager*,
SALES MANAGEMENT, INC.
420 LEXINGTON AVENUE
NEW YORK, N. Y.

Customer INSURANCE



Where is your 1939 business coming from? Mostly, from the same people. The backbone of next year's business comes from old customers. Show appreciation for their loyalty with a lasting Holiday Remembrance. Mission Leather is a man's gift.

"Thank You" are the two most important words in business. Say them this year with Mission Leather.

BROWN & BIGELOW
Remembrance Advertising
REG. U. S. PAT. OFF.
SAINT PAUL, MINNESOTA

Sales offices in New York, Chicago, Boston, Philadelphia, Cincinnati, Detroit, Los Angeles, Kansas City, Buffalo, Atlanta, Indianapolis, St. Louis, Dallas, San Francisco, New Orleans, Pittsburgh, Seattle, Cleveland, Milwaukee, Denver.

New England Coke Finds Coal Dealers Hungry for Sales Training

Systematic education of coal retailers and their salespeople builds volume, stimulates confidence and initiative.

"THE greatest thing we have ever done to help our dealers." Such is the appraisal by the New England Coke Co. of the sales training plan sponsored by them for its nearly 700 retail fuel dealers.

The New England Coke Co. operates the world's largest domestic coke plant and is the world's largest distributor of domestic coke, its territory covering New England with the exception of Connecticut. Approximately 90% of its total domestic coke sales are made through dealers.

Dealers are carefully selected both for business integrity and for proper equipment, the latter requirements including a yard, siding and scales. Dealers without equipment, who usually buy in smaller quantities, are sold to by equipped dealers so that the company reaches about 650 smaller dealers who are able to make some coke sales in conjunction with their businesses.

So important is the company's sales training activity that New England Coke has in charge a training director operating a special department under the wholesale division, his duty being to make arrangements for schools, to supervise classroom operation, and to keep the course of study timely.

Classes are organized only by wholesale merchandise men who also call on fuel dealers, make sales, work with dealers on all problems and who are really sales managers of their respective territories. As soon as 25 or 30 men are booked, the school is started, arrangements, of course, being anticipated according to number of enrollments received.

Builds Salesman Morale

Schools are conducted in various cities from which enrollment is secured, classes being held in Lowell, Lawrence, Manchester, Worcester, Springfield, Brockton and other New England cities. As many as six schools may be going at one time, which indicates their importance in the company's plans.

When a school is to be staged, the company hires a hall, and moves in with equipment—blackboard, illustrative materials, books, paper and pencils, and all other necessities. Each school is conducted for a three-hour period one evening each week, and attendance is made up of dealer salesmen and dealers themselves. Those doing satisfactory work are at the close of school awarded diplomas.

Subjects include the complete range of salesmanship, making use of lectures, discussions and illustrative materials. One major result of the plan has been to give the dealer salesmen more confidence in their ability, its psychological effect thus benefiting the entire selling organization.

In addition to these schools, the company operates a research school, a one-week period of intensive study at the company's coke plant where dealers and their sales representatives are instructed on the manufacture and use of coke—its combustion features, its operation under different conditions and similar facts bearing on the mechanics of the product. This has given salesmen a fuller understanding of the product they are selling, providing them with better sales ammunition, and thus enabled them to meet the various arguments presented by prospects.

Other dealer helps include:

An advisory service assisting the dealer on problems of all kinds;

Organizing and improving a dealer's sales department and laying out territories for efficient coverage;

Cooperative newspaper advertising;

Cooperative local radio advertising;

Furnishing a variety of printed pieces including among others a "Thank You" card to be mailed to all new customers; a doorknob card to be left when the salesman finds the prospect not at home; and a special circular on the company's Guaranteed Heating Plan whereby coke customers are given a price guarantee for their Winter's coke supply;

Publishing a house organ for dealers to impart inspiration and information;

Furnishing handy helps for leaders and extra sales—shovels, pokers, ash pails, ash sprays;

Furnishing a weekly bulletin to the entire sales organization giving news of latest company activities;

Furnishing two movie films, one taken in the mines and the other taken at the company's coke plant, for showing at lodges, clubs and associations of all kinds, this movie schedule being arranged through dealers by New England Coke Co. wholesale merchandise men.

PHOTOSTATS

COMMERCE PHOTO-PRINT CORPORATION

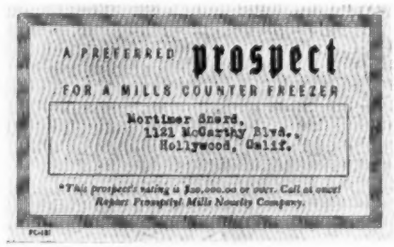
1 WALL STREET
233 Broadway — 56 Pine St.
80 Maiden Lane — 33 W. 42nd St.
Digby 4-9135-6-7-8

Successful Executive, Now Employed, Wants to Come East

No "job hunter" is this seasoned and successful sales executive. Right now he is doing an exceptionally fine job as the national sales manager for a big company in the Middle West, but he has good reasons for making a change, and prefers the East . . . I know this man. He has an unusually fine record that covers 18 years as an executive. He is a good salesman; he has the knack of making good salesmen out of others. He has a pleasing but decisive personality; he can adjust himself quickly to new problems and situations. He has a wide personal following among distributors and jobbers in the East, Middle West and South. Other facts: married, Christian, vigorous, healthy, young middle-aged. Prefers a connection where real earnings will come through combination of fair salary, and bonuses or commissions based on what he produces.

Introductions will be arranged by

PHILIP SALISBURY
Executive Editor
SALES MANAGEMENT
420 Lexington Avenue — New York City



Glorified Prospect: When the Mills Novelty Co., of Chicago, compiled a list of some 5,000 prospects recently it didn't merely send the names to salesmen. Instead it filled them in on a neatly printed card, in two colors, which added that little something extra that pushed the salesmen into motion. The sales results were reported as "exceptional."



Yes, the entertainment PANICKED them!
But who listened to the announcer?

Every radio advertiser hungers for a tip-top show—one that (in the language of the theatre) will lay 'em in the aisles, wow 'em, *panic* 'em.

We recommend the Wells-Welles opus. It panics them, and how!

But bear in mind that the announcer told the audience four separate times, and in several different ways, that it was all entertainment, not to be taken seriously.

Who listened to him?

Who listens to what *your* announcer tells them about your product?

Which part of *your* program do they take seriously—the entertainment or the sales talk?

Maybe the scientists on Mars can answer these questions. Here's one you may be able to answer for yourself.

Orson Welles makes money out of show business.

Do you?

The Washington Post

WASHINGTON'S HOME NEWSPAPER

Interested in selling merchandise in America's Best Market? The Washington Post takes your selling message to Washington's best customers.



Pacific Coast Agencies Elect Pitts Chairman

The Pacific Council of the American Association of Advertising Agencies, meeting recently for their annual convention in Del Monte, Calif., elected Edmund M. Pitts, account executive, J. Walter Thompson Co., as chairman of the group to succeed David M. Botsford, president, Botsford, Constantine & Gardner, Portland, Ore.

At the same time a new board of governors was selected and includes, in addition to Mr. Pitts and Mr. Botsford, Hunter H. Vinton, space buyer, Gerber & Crossley, Inc., Portland, secretary and treasurer of the Council; William H. Horsley, president, Izzard Co., Seattle; and August J. Bruhn, manager, McCann-Erickson, Inc., San Francisco office.

Delegates at the convention heard John Benson, president of the Four A's, praise the Wheeler-Lea Bill and its beneficial effect on correcting copy evils which, in being practiced by a minority of advertisers, have given the public the idea that such copy is a general practice among all advertisers.

Other speakers on the convention program included Thomas H. Beck, president, Crowell Publishing Co., who defended advertising as a means of providing more employment and producing better products at lower cost to the consumer, and attacked "consumer bulletins" issued by anti-advertising organizations; George B. Parker, editor-in-chief, Scripps-Howard Newspapers, who told the group that advertising "can see us out of our present business difficulties"; Allen L. Billingsley, president, Fuller & Smith & Ross, Cleveland, who advised agencies to practice a little public relations and promotion for themselves as well as for their clients; and L. M. Clark, president, L. M. Clark, Inc.

Capital Spieler

The question of what radio announcers in Washington have the sort of voices that could "sell horses in Detroit" has been settled for another year. Henry J. Kaufman Advertising Agency, Washington, conducted its fourth annual commercial radio announcers' contest recently and found that the Capital's best commercial spieler, from the standpoint of "sincerity, diction and effectiveness" is Charles Daly of the staff of CBS station WJSV.

Runner-up and winner of second place honors was another CBS man, Warren Sweeney, while two announcers, James McGrath, WRC-WMAL, and Frank Blair, WOL, tied for third place.

Mr. Daly and his station were rewarded with a sliver trophy, presented by Mr. Kaufman, president of the agency, at a Victory Breakfast and inscribed with the names of all first place winners since the annual contest was inaugurated in 1935. NBC and WJSV carried a 15-minute broadcast of the affair.

Judging the contest were Claude H. Woodward, of the Washington Board of Trade; Willard Yeager, head of the public speaking department, George Washington University; E. H. Rietzke, president, Capital Radio Engineering Institute; Miss Alice Keith, National Academy of Broadcasting; E. W. Bond, Bliss Electrical School; F. Gaith Taylor, *Broadcasting* magazine; Katherine Smith, radio editor, Washington *News;* C. F. Moore, Washington *Post;* Bernard Harrison, *Times-Herald* and Chris Mathisen, *Evening Star.*

Agency Notes

Merger of the San Francisco advertising agency business of Howard E. Williams with Erwin, Wasey & Co. of the Pacific Coast has been announced by the latter agency. Mr. Williams becomes a vice-president of Erwin, Wasey.

Account Appointments

To: Sherman K. Ellis, New York, the account of Piel Bros., Brooklyn brewers. . . . Ruthrauff & Ryan, the French Lick Springs Hotel Co. account, to handle advertising and promotion of the hotel and of Pluto Water. . . . Badger & Browning, Boston, the account of Deerfoot Farms Co., to take charge of a newspaper campaign on Deerfoot Farms Special Milk and a New England radio program and *New Yorker* campaign on the company's sausage and bacon.

To: Federal Advertising Agency, New York; Brooke, Smith, French & Dorrance, same city; United Service Advertising, Newark; and Charles Dallas Reach Co., Newark, the accounts of the four different state activities of the New Jersey Council. Federal will handle recreational promotion; BSFD, agricultural promotion; United, real estate activities, and Reach, industrial activities.

To: D'Evelyn & Wadsworth, San Francisco, the accounts of Judson-Pacific Co., and Pacific Wood Tank Corp., both of San Francisco, and the account of the American Forge Co., Berkeley. . . . Federal Advertising Agency, the Venezuela Grand Na-



This picture explodes once and for all, the theory that the lower income groups buy more because there are more of them. *If you don't follow our reasoning, we won't blame you, but will send the key to the mystery, "How to Sift the Wheat from the Chaff," if you address True Story Magazine, 1610 Chanin Building, New York City.*



Victory: To CBS-WJSV announcer Charles Daly, Henry J. Kaufman, president of the Washington advertising agency that bears his name, presents a silver trophy for the best commercial radio voice in the capital.

tional Fair account, to advertise in consumer and trade magazines the commercial opportunities for American manufactured products in Venezuela through participation in the Fair.

To: Alley & Richards, Boston, the account of William L. Gilbert Clock Corp., the country's oldest clock manufacturer. . . . Frank Presbrey Co., N. Y., the Booth Fisheries Corp. account, to handle a campaign for Tastyloins, a line of fresh frosted fish to be distributed through grocery store outlets. . . . Faraon Jay Moss, Inc., Los Angeles, the account of the California Cracker Co., to conduct a newspaper and outdoor advertising campaign.

People

Louis J. F. Moore has resigned as editor of *American Druggist* to join the staff of Vanderbie & Rubens, Inc., as manager of their New York office. For many years associated with the Hearst organization, Mr. Moore has been in charge of sales and advertising promotion for the *American Druggist, MoTor,* and *American Architect;* sales promotion manager of the New York *Journal* and *American* (now *Journal-American*); and assistant general promotion manager of Hearst Newspapers. Before going to the Hearst organization he was sales manager of Industrial Press, publishers of *Machinery* and other technical journals.



Louis J. F. Moore, Manager, New York Office, Vanderbie & Rubens.

Roger Williams Co., Cleveland, has appointed Ralph M. Cohen as mid-west representative of the agency. . . . Walter McAdams, formerly of Townsend & Townsend, has joined the staff of Lee Ringer, Advertising, Los Angeles, as account executive and head of a new department formed to specialize in the pre-evaluation of advertising.

William H. Relyea, formerly advertising manager, Parker-Kalon Corp., and assistant advertising manager, Foxboro Co., is now an account executive in charge of industrial advertising for Averell Broughton Advertising Agency, New York.



William H. Relyea, Account Executive, Averell Broughton, New York.

H. K. (Ken) Boice, who resigned last month as vice-president in charge of sales of the Columbia Broadcasting System, has joined Benton & Bowles, New York, as vice-president. Mr. Boice went into broadcasting in 1930 from the advertising agency business where for a number of years he had served in copy, contact and executive positions.

Maurice F. Hanson, for the past five years an account executive with Benton & Bowles, is now associated with the Chicago office of J. Walter Thompson.

R. L. Hurst and Lowry Northrup have resigned from the staff of Charles Daniel Frey Co., Chicago agency. Mr. Hurst was executive vice-president of the agency; Mr. Northrup, vice-president and secretary.

Anderson, Davis and Platte, Inc., New York, has appointed Joseph E. Lowes, Jr., to the staff. Formerly assistant to the treasurer of Time, Inc., Mr. Lowes was for a number of years director of advertising and publicity for United Aircraft Corp.

George Bowles has resigned from Ferry-Hanly, Kansas City, to form his own agency, George Bowles & Associates, same city.

Charles S. O'Donnell, vice-president in charge of marketing research of J. M. Mathes, Inc., New York, has been elected a director of the firm. He joined the agency in 1934. . . . L. A. Weaver, Jr., who joined Mathes shortly after the establishment of the agency, has been apointed assistant to the director of the motion picture advertising department.



C. S. O'Donnell



L. A. Weaver, Jr.

71 SPORTS GOODS CAMPAIGNS RUN IN POPULAR MECHANICS

In 1906, the manufacturer of an outdoor sports product began advertising in Popular Mechanics Magazine.

In 1938, he is still an advertiser in Popular Mechanics. In 1938 he has used over four times the space used in 1906 and some in color. His product is but one of seventy-one advertised in the magazine to men who hunt, fish, golf, play tennis or baseball, tour, camp, canoe, hike, ski, shoot—or in some other way take their pleasures out-of-doors.

A reader survey showed that 87% of Popular Mechanics' readers engage in sports.

The records of advertisers show that readers of Popular Mechanics Magazine buy the sports goods advertised in its pages. A fishing tackle advertiser gets inquiries for just a few cents. A tennis goods advertiser, selling direct, says his advertising in Popular Mechanics brings him a return of 1000%. An outboard motor manufacturer reported 734 consumer and 29 dealer inquiries from an advertisement in Popular Mechanics.

If you have a product that appeals to active, sports-loving men—display your wares, show their worth in the pages of Popular Mechanics. Those pages cost less than a seventh of a cent per person. That's more than a sporting chance. It's a buy!

POPULAR MECHANICS *Magazine*

200 East Ontario Street, Chicago, Illinois

New York • Detroit • Columbus

YOUR MOST POTENT SELLING FORCE IN RURAL MARKETS

WESTERN NEWSPAPER UNION

TWO MILLION CIRCULATION IN 3,000 RURAL COMMUNITIES

THERE are several ways to advertise to small town and farm families.

But it's *selling* these rural consumers that counts. Not that it's hard to sell them. On the contrary, they're pretty easily sold. Especially in recent years since the sustained rise in their incomes has given wings to their wants.

Certainly from the viewpoint of sales prospects there's every reason to advertise to small town and farm buyers.

Cover 3,000 Rural Markets

There's one all-powerful, economical medium in rural markets. That's the Western Newspaper Union group of 3277 local weekly newspapers.

Each of these newspapers serves an *entire* rural market. Reaching just about *every* income-earning family in town, every buying family on the farms, these 3277 newspapers provide *full* coverage of some 3,000 rural communities.

To sell your rural markets, these country weeklies are by all odds best qualified to do the job. And do it well. They are the only source of information affecting rural families intimately, deeply. Understandably. For the local country weekly is the only medium telling them what they wish most to know —news about *local* folk, *local* doings.

An important feature of this intense reader interest is the assurance that advertising in Western Newspaper Union country weeklies will be seen and read.

Win Support of Rural Dealers

As for gaining the good-will of rural dealers . . . in no way can you make so plain to these retailers that you are lining up *their* local customers for *them*. A factor that is bound to give added impetus to your rural sales.

Largest Single Unit of Rural Circulation

Western Newspaper Union's 3277 country weeklies are read by two million small town and farm families. This largest single unit of rural circulation affords coverage of rural markets in every state in the Union.

You can buy all 3277 of these newspapers . . . or territorial groups of them.

There are 30 of these groups, each set up to build sales in a definite rural trading area.

Moderate Cost

Any thought that the cost of using country weeklies is excessive can be forgotten. Western Newspaper Union rates are moderate . . . in keeping with national publication standards.

Let us suggest how you can *sell* your rural markets—profitably. Write Western Newspaper Union.

310 East 45th Street
NEW YORK

210 So. Desplaines Street
CHICAGO

Peak Cities of February

The following figures show for the 151 cities of 50,000 population or more for which bank debit figures are available, the relations between February business activity in each city and its own average month. 117.02, for example, means that Miami's business activity in February is 17.02% better than the *average* month in that city. "S. B. P." refers to SM Survey of Buying Power, April 10, 1938. Source of figures: Federal Reserve Bank debits averaged for years 1934 to 1936 inclusive, and computed by SALES MANAGEMENT.

City	February Ratio	National Buying Power %— S. B. P. Trading Area
Miami	117.02	.3328
Lexington	116.46	.1978
Albany-Troy-Schenectady	104.57	.8200
Trenton	101.60	.1775 (30X)
Austin	100.38	.1138
Tampa-St. Petersburg	99.52	.3189
Beaumont	97.77	.2104
Waco	97.10	.1440
Berkeley	96.97	.5811 (3X)
Pasadena	95.65	2.9016 (21X)
Birmingham	94.11	.5716
El Paso	94.08	.2741
Columbia	94.00	.2996
Jacksonville	93.07	.4454
Binghamton	92.68	.3076
Louisville	92.14	.6516
Rochester	91.59	.6728
Topeka	91.55	.0792 (29X)
Scranton	90.91	.2609
Utica	90.80	.2379
San Antonio	90.65	.6567
Port Arthur	89.83	.1326 (23X)
Atlanta	89.81	.7585
New Orleans	89.69	.6831
Fort Worth	89.67	.8533
San Francisco	89.61	2.2618
New York	89.29	12.4080
Shreveport	89.27	.3628
Dallas	88.80	.8694
Syracuse	88.73	.5327
Galveston	88.55	.0671 (9X)
Augusta	88.47	.1302
Holyoke	88.41	.3158 (21Z)
St. Joseph	88.31	.1176
Detroit	88.23	3.2638
Fall River	88.07	.2733 (8)
Springfield, O.	87.87	.1157
New Bedford	87.79	.2733 (8)
Milwaukee	87.66	2.1334 (19)
Newark	87.62	2.6468 (20X)
Philadelphia	87.54	4.1148
Tulsa	87.53	.4173
Knoxville	87.44	.3217
Wichita	87.39	.5231
Altoona	87.37	.1359
Houston	87.24	.9486
Brockton	87.21	.1563 (4X)
Los Angeles	87.18	3.6154
Nashville	87.11	.4174
Fort Wayne	86.97	.3332
Charlotte	86.74	.3972
Oklahoma City	86.48	.8362
Jackson	86.40	.1137
Long Beach	86.39	2.9016 (16Z)
Phoenix	86.36	.2403
New Haven	86.29	.4555
San Diego	86.23	.2706
Flint	86.14	.2528
Providence	86.10	.6515
Pittsburgh	85.75	2.8261
Montgomery	85.68	.2065
U. S. A.	85.57	.....
Lynn	85.52	.4424 (18X)
Grand Rapids	85.09	.5995
Buffalo	85.06	1.4832
Denver	84.98	1.1718
Worcester	84.93	.4246
Chester	84.78	.2981 (7X)
Wilkes-Barre	84.78	.3373
Passaic	84.67	.2656
Waterbury	84.55	.4555 (31Z)
Cincinnati	84.54	1.1853
Baltimore	84.35	1.1695
Boston	84.31	3.2287
Roanoke	84.30	.1468
Camden	84.22	.1913 (5X)
Lincoln	84.19	.1758
St. Louis, Mo.	84.16	2.0291
Hartford	84.10	.6091
Mobile	84.02	.1229
Savannah	83.84	.1631
Lowell	83.69	.8714 (17X)
Washington, D. C.	83.67	1.0843
Akron	83.58	.3841 (1)
Dayton	83.32	.4683
Oakland	83.09	.6643 (21X)
Terre Haute	83.05	.1947
Toledo	83.02	.8286
Springfield, Mass.	83.01	.5309
Canton	82.74	.2347 (6X)
Norfolk	82.71	.2683
South Bend	82.55	.2345
Erie	82.45	.2676
Tacoma	82.45	.1538 (28X)
Harrisburg	82.36	.6118
Portland, Me.	82.29	.2416
Portland, Ore.	82.20	1.0865
St. Paul	82.16	2.1940 (19)
Springfield, Ill.	82.08	.2378
Wheeling	82.00	.1780
Omaha	81.91	83.85
Greensboro	81.88	.1774
Raleigh	81.86	.4427
Richmond	81.60	.4157
Memphis	81.59	.8435
Salt Lake City	81.48	.6061
Sacramento	81.27	.4021
Charleston, S. C.	81.22	.1015
Chattanooga	81.04	.1968
Allentown	80.98	.1414 (2X)
Springfield, Mo.	80.96	.1465
Chicago	80.90	5.6588
Little Rock	80.86	.3459
Winston-Salem	80.80	.1317
Sioux City	80.70	.3799
Macon	80.66	.2306
Kansas City, Mo.	80.60	1.6709
Fresno	80.59	.2725
Hamilton	80.59	.1113 (11X)
Indianapolis	80.42	1.0790
Cedar Rapids	80.32	.1395
Reading	80.27	.2197 (25X)
Rockford	80.19	.2227 (26X)
Peoria	80.16	.3614
Johnstown	80.09	.1917
Columbus	79.94	.8058
Asheville	79.80	.1250
Lancaster	79.77	.1722 (15X)
Seattle	79.74	1.1574
York	79.73	.1556 (32X)
Huntington	79.67	.2443
Kansas City, Kans.	79.51	.0990 (14X)
Evansville	79.50	.2569
Charleston, W. Va.	79.43	.3813
Lansing	79.15	.2508
Cleveland	79.12	2.7395
San Jose	79.07	.1600 (27X)
Des Moines	79.04	.7688
Davenport	78.54	.2659
Saginaw	77.07	.1559
Kalamazoo	76.92	.1638
Decatur	76.71	.1264
Youngstown	76.50	.3642
Minneapolis	76.45	2.1940
Gary	74.70	.2688 (10X)
Durham	72.60	.0650
Spokane	72.50	.4553
Fargo-Grand Forks	72.48	.3573
Wilmington	71.85	.2583
Pueblo	71.11	.0520 (24X)
Hammond	70.90	.2688 (12X)
Duluth	64.44	.2497

Explanatory Notes: The "S. B. P. Trading Area National Buying Power %" is a total of the buying power percentages for the counties making up the trading area of the city, as, taken from SALES MANAGEMENT's April 10, 1938, Survey of Buying Power. The counties making up the trading areas of the 151 cities have 93.96% of the nation's buying power. . . Certain cities, such as Minneapolis and St. Paul, have a combined trading area, and the same buying power percentage is shown for each. . . . Certain other cities, such as Hammond, Ind., are parts of a larger metropolitan market, but the percentage of the county in which it is located is shown separately. Such cities are designated with an X. . . . Some counties contain several cities over 50,000 for which bank debits are available, and the county buying power percentage is given for each. Los Angeles County is an example. Such cities are marked Z.

1. County percentage included in Cleveland area.
2. Ibid Philadelphia.
3. Ibid San Francisco.
4. Ibid Boston.
5. Ibid Philadelphia.
6. Ibid Cleveland.
7. Ibid Philadelphia.
8. Fall River and New Bedford combined.
9. County percentage included in Houston area.
10. Ibid Chicago.
11. Ibid Cincinnati.
12. Ibid Chicago.
13. In same county as Springfield.
14. County percentage included in Kansas City, Mo., area.
15. Ibid Philadelphia.
16. In same county as Los Angeles.
17. County percentage included in Boston area.
18. Ibid Boston.
19. Minneapolis-St. Paul combined trading area.
20. County percentage included in New York area.
21. Ibid San Francisco.
22. Ibid New York.
23. Ibid Beaumont.
24. Ibid Denver.
25. Ibid Philadelphia.
26. Ibid Chicago.
27. Ibid San Francisco.
28. Ibid Seattle.
29. Ibid Kansas City, Mo.
30. Ibid New York.
31. Same county as New Haven.
32. County percentage included in Harrisburg area.

Gentle Reader



HAVE YOU SEEN THE FEATHERS IN THE WIND?

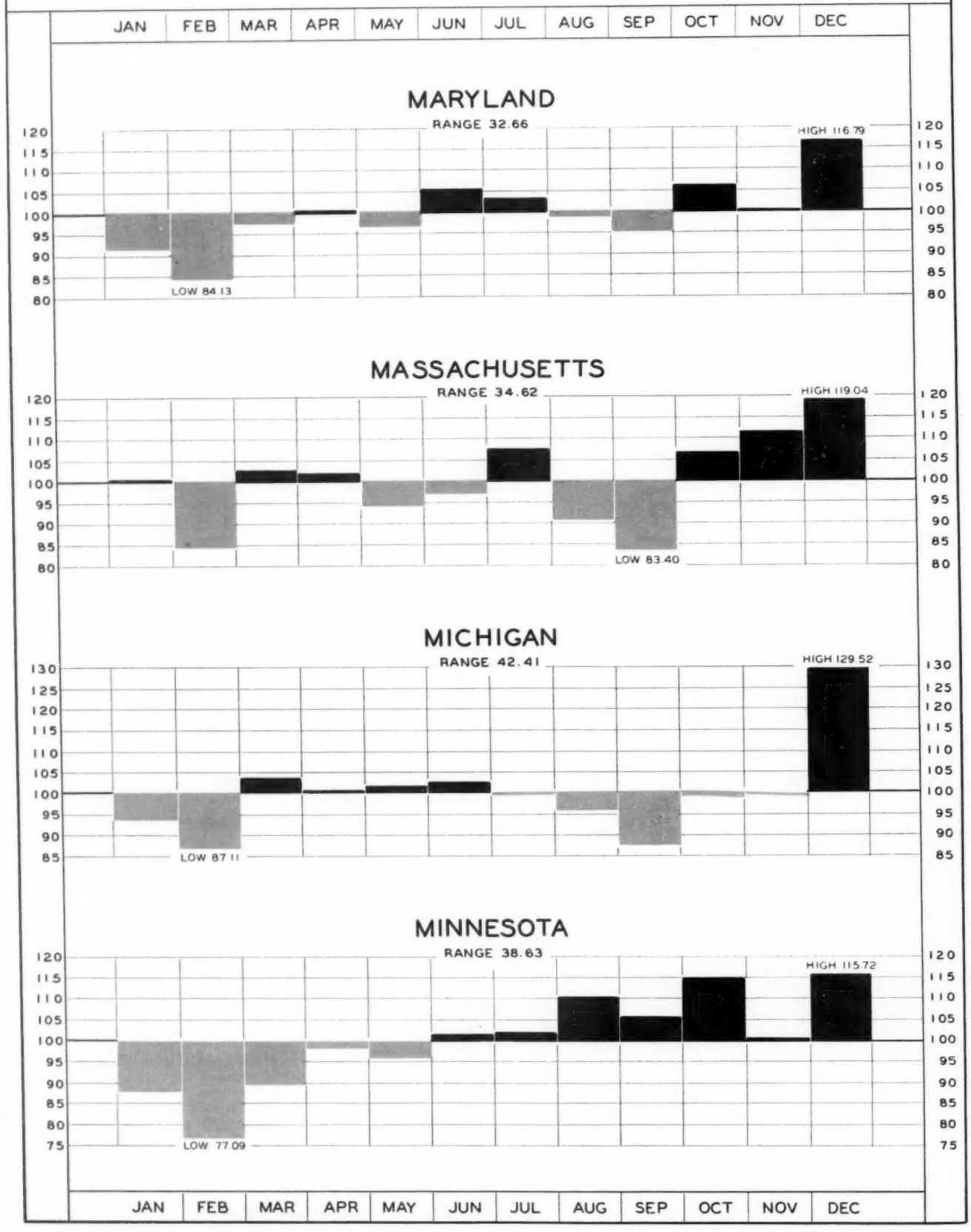
Yes, gentle reader, one of these can be a feather in your cap—just that! • We've been tossing feathers to the winds for months—Yes, to the winds that blow over and around the people—public opinion to you. The feathers, we call them surveys—Ross Federal Surveys—made for Sales Management—have put the finger on definite trends. • Just look at their scope:—Advertising And Sales Executives Pick Best Test Markets—What The Consumer Thinks Of Advertising—Public Relations Index To Ninety Large Corporations—Druggists Vote on Brands—Price Maintenance Still Favored by Retailers—and many others. • Individually, these surveys show currents of public reactions. Close study of them, collectively, can help clear the air of doubt about your product. They will give you, as well, supplementary sales facts and observation checks on your retail and wholesale outlets throughout the country. • We will send you a complete set of these important surveys at your request. From them, you will obtain a clear view of your market trends and probabilities. Write us today.

ROSS FEDERAL RESEARCH CORPORATION

EXECUTIVE OFFICES: 6 EAST 45TH STREET, NEW YORK, N. Y.

MONTHLY VARIATIONS IN BUSINESS BY STATES

BASE 100 EQUALS MONTHLY AVERAGE OF BANK DEBITS
FOR YEARS 1934 - 1936



Drug Wholesaler Helps Customers Cash-in on Fair Trade Laws

BY helping their dealer customers capitalize on the Fair Trade laws, Gilman Brothers, Inc., 75-year-old drug wholesaler, Boston, Mass., have successfully bucked 1938's declining sales trend with increased business in every month except two, "some months by gratifying percentages." The impetus given sales by current promotion is expected to result in long-time—and even greater—increases.

"Early in the year," explains M. R. Johnson, sales manager, "we realized that we must do something to help move our merchandise off the shelves of retail drug stores. If this standing merchandise could be moved, I was willing to take a chance on getting new business. Thus we made an abrupt about-face: Instead of trying to induce dealers to buy more stocks we directed our efforts toward helping them to sell the merchandise they had already bought from us.

"Fair Trade Laws had been put into effect and, while large and small stores were thus given equal prices, large stores still had the advantage of more active advertising and merchandising. To counter-balance that advantage, this company set out to provide its retail drug stores with effective advertising and promotional material."

Gilman's first step in that direction was a "Fair Trade Poster," 18 by 22 inches, listing from 75 to 102 fair trade items. The poster is issued monthly, with the retailer's own imprint, for window and interior display and for distribution to homes. Within one week after the first poster printing of 85,000 copies, 750 retail drug stores were showing it either in windows or inside stores. The second poster ran to 100,000 copies and current posters are running approximately 200,000.



Besides these posters, Gilman's has supplied its customers with 200,000 similar sticker labels.

Posters are distributed to customers' homes by professional distributing organizations, by part time workers and by mail, one retailer mailing 1,000 posters each month. Some druggists wrap them in outgoing packages and some have inserted them in their local Sunday newspaper. *At present 98% of Gilman's retailers are using these posters.* Gilman services 2,100 stores in an area including Maine, New Hampshire and Massachusetts east of Springfield..

Both manufacturers and retailers have vigorously applauded the activity, inasmuch as the stimulus travels from retail to wholesale to manufacturer sales. While good sellers have sold better than ever, it is important to note that very slow sellers have moved from shelves they had filled for many months. A New Hampshire retailer moved stock that had remained without a sale for more than three months.

Merchandise is selected to include both fast and slow sellers and to feature a fairly wide price range, up to nearly three dollars. Posters are headed "Lowest Prices in Massachusetts" or with some similar phrase of shopper-appeal and are printed in three different color combinations so that they may be used effectively in the same locality by competing druggists. An important factor in the promotion is that Gilman's is the sole sponsor. No manufacturer has been allowed to cooperate, and Mr. Johnson states that the poster in succeeding issues will remain exclusively a Gilman service without backing from any manufacturer.

In addition to this merchandising assistance, Gilman's originated and copyrighted the slogan, "Protect Your Health—Buy Your Medicines in Registered Drug Stores," which first appeared in the form of paper seals, then as a permanent decalcomania (of which thousands may now be found on windows and inside retail drug stores), and finally as a two-inch lapel button of which 25,000 were distributed and used by more than 80% of the retail drug stores in New England. Requests for them came from drug stores from Oregon to New Jersey.



"Hooray, I've found out how to disprove that silly theory that the lower income groups buy more because there are so many of them!"

"How?"

"Stop them from being so many! ...Divide the population in half! ...Don't allow any more families in the lower income groups than in the upper ones!"

"What's the 'half way' income?"

"Er... $1160."

"You mean that you'll call the peak-buying $1160 to $2000 families 'upper income group' families?"

"Well, no. We'll have to call them 'upper half.' But it sounds pretty much the same, anyway!"

(If you want to retain for yourself the privilege of disproving theories, send for the figures in: "How to Sift the Wheat from the Chaff." Address True Story Magazine, Chanin Building, New York City (Room 1608).



Louisville Woos Country Kin

A Trade Relations department, something brand-new in the manifold activities and services of metropolitan newspapers, is an established agency of the Louisville *Courier-Journal* and *Times*, and is paying dividends in good will after more than a year of successful operation.

Just what is a Trade Relations department?

Mark Ethridge, vice-president and general manager of the newspapers, defines it as a proving ground for community projects looking to the full realization of trade potentialities for Louisville in the surrounding area.

The only metropolitan dailies in the Kentucky and Southern Indiana trading area, the *Courier-Journal* (morning and Sunday) and the *Times* (afternoon) believe that newspapers, *especially those entrusted with an involuntary monoply*, have an obligation to the public beyond the job of giving the best possible news service.

Setting themselves to the task of placing the newspapers "at the forefront of every worthy civic movement and across the path of every bad one," Barry Bingham, publisher, and Mr. Ethridge ordered a complete survey in August, 1937, of the trade possibilities of the Kentucky and Indiana counties constituting the Louisville trade territory.

With a spendable income estimated by SALES MANAGEMENT at more than $1,000,000,000, and more than 3,000,000 of population, the newspapers found this territory yielding an unsatisfactory measure of trade into Louisville marts, and went about the job of finding the answer.

As the initial step, a first-hand survey was made of the trade promotion jobs being done in other cities of comparable size. An exhaustive report was compiled, and comparisons revealed that Louisville, first among all cities of the South and also in her population group as a manufacturer, ranking high in per capita income and wholesale trade, was also holding her own with all these cities from the standpoint of retail sales originating within the community. But the city was not making a satisfactory showing on the basis of intensive development of rural retail business, which was accounting for little of Louisville's volume while leaders in her population group gave rural trade credit for from 20 to 40% of their retail volume.

The next step was in the form of definite remedial action—the establishment of a Trade Relations department, to which was assigned the task of working for the solution of the problem, with special stress on tangible and early results. The department, under the management of John H. Hoagland, former newspaper man who had specialized in public relations and commercial organization activity, addressed itself first to awakening Louisville business men to rural trade potentialities. With this done, a definite program was undertaken to improve relationships between Louisville and the people of the trading area.

There were numerous reasons why the trade flow had not been satisfactory, and Louisville suddenly became "trade barrier" conscious. There were many kinds of barriers to be removed—bridge tolls between Louisville and Southern Indiana; bad road approaches from many sides; an attitude of rural apathy that had no basis other than the city's inactivity in the cultivation of good will among her neighbors; downtown parking problems; lack of entertainment for rural visitors, and so on.

The agenda of activities for the first year was ambitious, but it was promptly launched. There was to be a series of good will trips by large delegations of business men into the principal towns of the trade territory, taking along radio entertainers, speakers and good will literature. There was to be a Gratitude Day for rural visitors, where the city's thanks for aid during the 1937 flood would be extended in the form of a free three-hour entertainment by more than 100 radio artists; there was to be a merchandising clinic where visiting rural retail merchants were to be provided with the latest technique in selling methods; there was to be a series of daily entertainments over a period of six weeks for the graduating classes of all the high schools in the trade territory; there was to be a series of good will trips by delegations of business men and entertainers to all the important county fairs.

There was to be established a permanent Summer opera season in a new outdoor amphitheater seating 3,400; and an expansion of the free Kentuckiana Fall Festival and Woman's Institute Week, established in 1936 by the newspapers for the entertainment of visitors. There was to be a territory-wide farm improvement campaign, with $2,500 in cash prizes; a statistical service to keep abreast of trends in the area; contests of appeal to farm women, with special emphasis on their interest in Louisville as a shopping and entertainment center.

The newspapers and affiliated Columbia network station, WHAS, were to cooperate with this movement with promotional space and time.

Within 14 months all this program has been launched, and much of it consummated. Results are definite. People are coming into Louisville to shop and to be entertained from all sections of the trade territory. New retail, wholesale and banking connections are being formed. Towns which formerly were indifferent are welcoming Louisville's friendly gestures, and the city's assistance, given voluntarily a year ago to various events in rural communities, is eagerly sought after today. Rural newspapers in both states have joined in giving hundreds of columns of cooperative support to the new movement. And, needless to say, the favorable effect on both linage and radio time is already perceptible.

Trade results? Within four months this year, a permanent Summer opera theater was conceived, financed, constructed, and a successful season of Broadway entertainment produced, drawing people in from a 150-mile radius and winding up without a penny of assessment against the guarantors, and with a small profit in the bank.

With each new completed event in this laboratory of civic enterprise, merchants report accelerated sales. The Kentuckiana Fall Festival and Woman's Institute, for instance, drew overflow audiences to a week of attractions that included Mrs. Franklin D. Roosevelt, Alexander Woollcott, Rudy Vallee, Bobby Breen, a cooking school, a style clinic, and so on. Ticket requests were traced to towns throughout the trading area.

Of the week before the Institute program, Dun & Bradstreet said: "Trade was off about 10% in comparison with last year." Of the Institute week itself, the agency reported: "Sales increased sharply to a level slightly above the 1937 comparative."

Now the Trade Relations department is at work on a 1939 program, planning to repeat the best of the 1938 events, and to turn out new test jobs in this successful laboratory of trade promotion.



A major project of the *Courier-Journal* and *Times* Trade Relations department is the new Iroquois amphitheater, where the newspapers have brought such headliners as Mrs. Roosevelt, Rudy Vallee, Alexander Woollcott, and many others. The publishers believe that holders of newspaper monopolies have an obligation to the public far greater than if competition existed.

Business Paper Advertising Up

Evidence that advertisers are seeing the value of making an aggressive business paper campaign a part of their advertising and selling programs is found in the latest report made by 40 member publications of the Associated Business Papers. These publications, representing industrial, merchandising, and professional fields report that during the month of September 88 national advertisers *started* to advertise in their publications for the first time.

The same publications also report that 66 additional advertisers who had previously discontinued advertising have resumed their schedules. Also, many advertisers who had curtailed their advertising earlier have resumed full schedules for the remainder of the year.

Variety Offers Explanation of Why Papers Slight Radio News

Edgar A. Grunwald, editor of *Variety's* "Radio Directory," in the latest October issue of *Variety,* ventured to give his interpretation of the whys and wherefores for scores of newspapers dropping "most" of their radio news during the last five months.

This policy was adopted, Mr. Grunwald believes, either because "radio was viewed as getting too much free plugging," or because the current "recession" necessitated smaller newspapers.

The reductions have been in signed columns, pictures and "gossip" it was said. In no case was it found that radio logs have been *eliminated,* although some of them have been reduced.

Among major newspapers, with combined circulation of 16,945,950, the reduction in radio space totaled 542 columns in a week. Cities in which this space was greatly reduced included Chicago, Detroit, Los Angeles, San Francisco, and Washington. Among 500 newspapers which maintain a radio editor, Mr. Grunwald was able to list only 12 which recently had increased radio space. The circulation of only two of these—the Pittsburgh *Press* and the Philadelphia *Daily News*—is more than 100,000. In all, the increased radio space affected newspapers with combined circulation of 600,155.

A Gallup poll of 40 cities last December showed that whereas radio logs were read by 40% of the women and 30% of the men readers, radio news and comment columns were read by only 27% of the women, and 10% of the men.

ANA Reports on National Magazine Circulation

The annual circulation of 16 leading national magazines increased nearly 5,000,000 (or 16%) during the nine years ending June 30, 1938, according to a comprehensive circulation study just released by the Association of National Advertisers, N. Y., through its Magazine Committee. While total paid circulation was increasing by nearly 5,000,000 copies, newsstand sales decreased nearly 900,000.

The major part of this eighth annual study—in which 21 magazines are analyzed—five women's, six weeklies, five general monthlies, and five "additional magazines" not included in former studies—consists of tabulations which show for each publication the average net paid circulations by source, single copy sales by channels, and subscription sales divided both as to channels and inducements. Charts in four colors are freely used to illustrate the tabulations. Another feature is a series of

RECOVERY RIDES AGAIN . . . IN MICHIGAN



Those sales and advertising managers who are riding herd on outstanding markets are all heading for Michigan. When making up your Michigan newspaper schedules, remember that roughly half of your Michigan sales potential is in Booth Newspaper markets. Ask I. A. Klein, 50 East 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

Michigan's a *Must* Again

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS		MUSKEGON CHRONICLE
FLINT JOURNAL	BAY CITY TIMES	KALAMAZOO GAZETTE
SAGINAW NEWS	JACKSON CITIZEN PATRIOT	ANN ARBOR NEWS

NEW YORK HEADQUARTERS

• The Belmont Plaza because of its convenient location is hotel headquarters for leading advertising and sales executives. You'll always meet someone you know here.

Just a few blocks from Grand Central Terminal and in the heart of the advertising district, at the Belmont Plaza you're right in the center of things.

Two excellent, popular-priced restaurants—the Pine Room and the famous Glass Hat, one of New York's smartest cocktail, dining and dancing rooms.

800 spacious well appointed rooms, each with both tub and shower, radio and full length mirror from $3.00. Several fine private rooms available for luncheons, dinners, meetings or small convention groups.

HOTEL

Belmont Plaza

Lexington Avenue at 49th Street, New York

John H. Stember, *Manager*

National Hotel Management Company, Inc.
Ralph Hitz, *President*



THE SAFEDGE CEREAL BOWL

Here is a premium that looks like VALUE—and *has* a value far in excess of its surprisingly low cost. For this thin-blown cereal bowl is offered at only a fraction of the price of bowls of similar quality. Libbey's exclusive and economical method of manufacture permits this saving. **APPEARANCE**—Graceful in design. Produced by the paste mold process to provide enduring clarity and brilliance. No mold marks or seams. **LIGHT WEIGHT**—Approximately one half that of ordinary pressed ware, thus effecting an important saving in shipping costs. **DECORATION**—Particularly adapted to a variety of pleasing, permanent decorations. Because of exceptional clarity, decorations are equally effective whether viewed from the inside or outside. **SAFEDGE**—Each bowl is encircled by the unrivaled protective bead or Safedge with Libbey's EXCLUSIVE guarantee against chipping. To boost fall profits, investigate this sales-stimulating premium TODAY. Samples, prices and complete details available from the nearest Libbey office, or a representative will gladly call.

LIBBEY GLASS COMPANY, TOLEDO, OHIO . . . Chrysler Building, New York; Lasalle-Wacker Building, Chicago; Whitney Bank Building, New Orleans; 2 Leader Lane, Toronto.

CHICAGO'S
Outstanding Hotel Location
DEARBORN AT JACKSON BLVD.

Only half a block from State Street shopping center—directly across from the United States Post Office and Federal Building. One block from Financial District and Board of Trade—easy access to all railroad stations and wholesale market district. Its perfect location is one of the reasons why so many visitors choose

HOTEL GREAT NORTHERN
One of the 18 ALBERT PICK HOTELS

The Marshall Field Estate has spared no expense in transforming the Great Northern into Chicago's hotel of tomorrow...completely modernized, redecorated and refurnished...featuring every fine service and facility.



400 ROOMS $2.50 *from* single
400 BATHS
HAROLD R. PETERSEN, Mgr.

charts showing the monthly circulation fluctuations of each magazine for the past three years in comparison with the year ending June, 1930.

During the past nine years some notable shifts have taken place in the channels through which these magazines obtain subscriptions. Long-term subscriptions (two to five years) have increased over 2,000,000 per annum (63%) while subscriptions of less than one year increased 359%—900,000. The annual sales of subscriptions obtained through catalogue and newspaper agencies was 73% greater (800,000) during the year ending June 30, 1938 than nine years ago, and the door-to-door agencies who work for publishers are now producing 2,000.000 or 120% more subscribers per year than in 1930.

Film Companies Unite in Advertising Film Association

For the purpose of establishing a uniform, cooperative practice among film companies handling national advertising, several such firms met recently in Kansas City to form the Association of Advertising Film Companies.

The companies included are: United Film Ad Service, Inc., Kansas City, Mo.; Alexander Film Co., Colorado Springs; Ray-Bell Films, Inc., St. Paul; Motion Picture Advertising Service, Inc., Cleveland; Motion Picture Advertising Service, Inc., New Orleans; A. M. Smith Film Service, Minneapolis; Tad Screen Advertising, Inc., Dallas; A. V. Cauger Service, Inc., Independence Mo.; and Screen Ad Exchange, Binghampton, N. Y.

Under the plan developed by the Association, originating companies will furnish film and negatives to other film ad companies for servicing their exclusive accounts or other accounts they may sell, and will receive a 10% commission on all such contracts. Heretofore, one film advertising company, originating a national advertising contract, was sometimes unable to give the advertiser complete representation in all theatres of the country which feature screen advertising because other film concerns held exclusive contracts with those theaters.

The cost of such advertising is to be assumed by both the manufacturer and his dealers (after the latter have been sold on carrying that cost by the film companies themselves).

Detective Agency Detects New Duties

Appreciating the need for further market research on the question of how new governmental laws affect all phases of business, the William J. Burns International Detective Agency, New York, has formed a new division—"Consumer and Trade Relations Service"—to take over that work.

Under the direction of Randal Borough, former vice-president of Lord, Thomas & Logan Advertising Agency, and A. S. Bennett, sales counsellor and research man, this new department will study the effects of Federal, state and municipal regulations, restrictions of the Federal Trade Acts, health and sanitation codes, industrial codes, etc., on various phases of manufacturing, distributing and selling.

With its 27 branch offices throughout the country, the Burns Agency has conducted commercial investigations for, among others, such businesses as restaurant chains, leading fuel oil companies, large distilleries, drug companies, railroads, etc.

Their method of finding the way out of

difficulties will be applied to their new venture: They will, taking full charge of the problem from the beginning, find the obstacle and define it; plan the procedure for removing that obstruction; do all necessary field work; make up, tabulate, and edit reports; make suggestions for improvement in their client's operations; and, finally, if their advice and help is needed further, they will aid in effecting that suggested improvement.

Media Men

Joe Edwards, formerly with Tracy-Locke-Dawson, Dallas, is now sales manager of the Texas State Network at Ft. Worth. . . . Dr. Herman S. Hettinger, radio economist, author and research expert, has been appointed market consultant by World Broadcasting System, to serve in an advisory capacity on marketing problems in connection with WBS's new tested station group, the World Transcription System.

Russell J. Zabriskie, for the past four years promotion manager of the Newark, N. J., *News*, now heads the national advertising department. Thomas D. Kenney succeeds him. . . . Harold A. Stretch, advertising director of the Philadelphia *Inquirer*, has been elected president of the First Three Markets Group, comprising the Chicago *Tribune*, the New York *News*, and the Philadelphia *Inquirer*.



Harold A. Stretch, president of First Three Markets Group.

E. J. Gants, for the past five years the Eastern advertising manager of *Mechanix Illustrated*, has been promoted to the position of advertising manager of both that magazine and *Fawcett Men's Group*. M. G. Grover has been advanced to take Mr. Gant's place on *Mechanix Illustrated* and assumes also the same position for *Fawcett Men's Group*.

E. J. Byrne, formerly with Advertisers Service, Inc., Louisville, has been appointed national market representative of General Outdoor Advertising Co. Chicago branch, to replace R. E. Melcher, who was promoted to the managership of their Birmingham branch last month. . . . G. B. Wiley, former Detroit representative of *True Story* and other Macfadden publications, is now western representative of Tabloid Newspaper Advertising Service, N. Y., with headquarters in the General Motors Bldg., Detroit.

R. B. Scribner has joined Tenney, Woodward and Co.'s New York office in an executive capacity. He was formerly vice-president of Townsend & Townsend, Inc.

George B. Finch, of the Detroit executive contact staff of the Jam Handy organization, has been transferred to New York City to head the office there.

The Pacific Coast Division Bureau of Advertising, San Francisco, has made the following appointments: Julian Randolph, former economist and research man for several Farm Credit units of the Southwest, research manager; Stedman Chandler, who left Erwin, Wasey & Co., to join the Bureau, promotion department head.

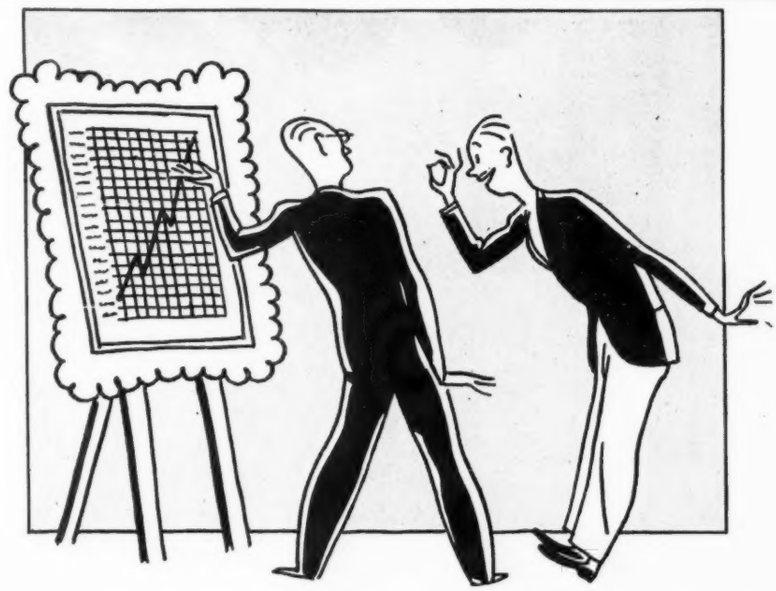
Media Notes

National Broadcasting Co. added its 160th affiliated station on November 1, when WAPO, Chattanooga, joined the network as a supplementary outlet available to the Southcentral group No. 3 and Southern Group No. 5. . . . William G. Rambeau Co. has been appointed national representative of the Major Market stations WIND, Chicago, (located in Gary, Ind.); KITE, Kansas City, Mo.; and WOL, District of Columbia.

J. Mora Boyle, for years an advertising executive with the Hearst newspapers, has formed the Newscasting Corp., N. Y. The new company will install and service on a leased basis news projection equipment and also furnish a continuous 12-hour news service, noon to midnight to selected locations, such as hotels, clubs, theater lobbies, terminals, etc. Interspersed among the news bulletins will be six- to eight-word sponsored advertising messages.

Newsweek has reported that its October advertising revenue was 32% more than in October, 1937.

Plans are under way to bring out a new Sunday supplement for smaller newspapers about February 1, 1939; named *Vision*, it will have 60% pictures, 40% text.



Astonishing findings of the biggest market research job in history (Departments of Labor and Agriculture Surveys): that the biggest single buying group are the $1000—$2000 families. (Call them "upper half"—which they mostly are—if it makes you feel any better!) True Story, which is the only major magazine that can concentrate your advertising in this group, offers further details in: "How to Sift the Wheat from the Chaff." Address True Story Magazine, Room 1607, Chanin Building, New York City.

94,611

Daily Evening Circulation

Publisher's Statement from August 29 to September 30, 1938

GIVING COMPLETE COVERAGE OF THE ALERT FREE-SPENDING AKRON MARKET

And our Sunday edition, published for the first time September 4, 1938, is showing substantial increases with each new issue.

Place your selling messages before the buyers in this rich market by using Akron's only Daily and Sunday Newspaper.

AKRON BEACON JOURNAL

ESTABLISHED 1839

Represented by: STORY, BROOKS & FINLEY

They Buy



During a recent investigation to determine the comparative sales volumes of two competing items in the food field, our investigator asked a New York grocer which of the two was moving the faster. Pointing to his window, the storekeeper replied, "Why the one in my window, of course. Everything I put in my window moves. They buy what they see." Unwittingly this storekeeper had epitomized the most compelling force in modern retailing in a few simple words, "They buy what they see."

That's why for over forty years leaders

STREET RAILWAYS

Headquarters—745 FIFTH AVE., NEW YORK

ADVERTISING IN STREET CARS, BUSES, TRACKLESS TROLLEYS, RAPID TRANSIT

What they See!



in the drug, food, cosmetic and beverage fields have used transportation advertising's thousands of show windows to solve their daily product and package display problems.

And now for an actual picture of transportation advertising at work, as demonstrated by the results of a recent survey made by the Ross Federal Research Corporation of 1,398 consumers in Pittsburgh, Toledo and Buffalo:

1,097 or 78.3% declared they read Transportation Advertising

708 or 64.5% of the readers stated they read the Transportation Advertising of Brand X for whom the survey was made

661 or 65.6% out of 1,007 consumers using this type of product purchase Brand X

206 or 20.4% purchase Brand No. 2, its nearest competitor, a non-transportation-advertised product

Brand No. 3, also a non-transportation-advertised product, is purchased by 90 or 8.9%.

Definite proof that from Car to Counter, from Ad to Action, Transportation Advertising delivers the urge-to-buy at the psychological moment.

ADVERTISING CO.

TELEPHONE—ELdorado 5-6700

LINES AND SUBURBAN RAILROADS THROUGHOUT ALL SALES TERRITORIES



SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send in a Copy to This Department. It May Win.]

Forgotten Men: Prospects Who Change into Customers

"If you want a company to forget you," one of our cynical friends is fond of saying, "buy something from them, and they'll drop you like a hot potato. Why should they care if you are satisfied and happy with your purchase? They've already made *their* profit."

To Oluf Mikkelsen, New York distributor for Evinrude-Elto motors, goes first prize money this month for this follow-up-to-the-purchase letter—one calculated to bring warmth to the heart of buyers long since inured to neglect. The letter, incidentally, digs up quite a little service business.

We quote:

"DON'T LOOK NOW . . .

—but there are a couple of fellows just dying to get at that new outboard motor you purchased this year.

"And—boy, oh boy!—what they won't do to it.

"If they have their way, you won't have many happy boating hours next season.

"Who are these fellows? Why, Mr. Rust and Mr. Corrosion, the same fellows who generally try to get at your golf clubs, fishing rods, and guns.

"What success they have will depend entirely on how your motor is stored away for the Winter. That's the time of the year when they really go to work.

"If you decide to put the motor away yourself, we suggest that you follow the procedure described on the enclosed form.

"If you have no facilities for properly storing, then let us suggest that you send the motor to us or to an authorized Evinrude-Elto dealer for storage and a general checkover. Even in cases where the motor has been performing satisfactorily, we recommend a checkover job. It shows up any little thing that might need attention, and it gives you full assurance that the motor will be all set for next season.

"Whether you send the motor to us or put it away yourself, please feel free to call on us for any service you would like to have. Even if it is only a question of answering a few questions, we are only too happy to help.

"Our main interest is to have you 100% satisfied with your motor at all times."

"Thanks for the Memory" Is a Tune That Never Gets Stale

We can't imagine any retailer—big or little—who wouldn't be pleased with this simple, gracious thank-you from a manufacturer whose goods he—the dealer—has chosen to feature in a special floor display. Sponsored by J. A. Folger & Co., Kansas City, Mo.

"You certainly chose the right time for a Folger floor display, and we are glad to learn about the one built by Mr. Abbott.

"The big coffee months are just ahead, and already many consumers are changing over to Folger's because it is so pleasantly different from other coffees. Housewives are talking about it and your display is bound to attract customers and make many extra sales.

"Everything you do to promote the sale of Folger's is greatly appreciated by all of us. And your cooperation does mean a lot to our representative who joins us in saying—

"Thank you very much."

Your Product Hard to Sample? So Was Lee Clay Co.'s Until—

This letter embodies such an ingenious idea for sampling a product which, offhand, it would seem impossible to sample, that we throw it in with the hope it will make many of you a little ashamed at your own lack of imagination. Sponsored by Lee Clay Products Co., Clearfield, Ky.

"Sewer pipe and baked beans! That is a good deal like talking about cabbages and kings, isn't it? Not much in common . . . but you would be surprised, Mr. Nave.

"We are mailing to you today an old-fashioned bean pot . . . exactly the same kind used in old Colonial days. And there is the connecting link between baked beans and sewer pipe.

"The bean pot is made from exactly the same kind of plastic fire clay used in Lee sewer pipe and it has been burned and salt glazed in one of the kilns right along with pipe for regular stock. Doesn't it strike you then, Mr. Nave, that pipe made of this clay must be a real acid-proof stoneware pipe?

"Take the bean pot and enclosed recipe home with you and try them out and then let us know when you will be ready for your next shipment of Lee Pipe."

Credit Managers Don't Have to Be Perpetual Sourpusses

We have long lobbied for a better sense of salesmanship among credit managers. We do not happen to know whether this idea originated in the credit department, but it's a sweet example of the way credit terms can be used to build good will, create new orders, and help to establish a closer relationship with customers who really deserve preferred treatment. Sponsored by A. S. Aloe Co., St. Louis, makers of surgical and hospital supplies and equipment.

"Some time ago a good customer of ours wrote me asking whether it wouldn't be possible for him to add a sizeable additional charge to his time-payment account, and simply continue to pay his original terms.

"Because he was an old and excellent customer, we agreed to these exceptional terms, and it worked out so successfully for both him and us that I thought you should have the same privilege.

"For instance, your account now stands at $100 on which you have been paying $20 a month. We shall be happy to have you combine additional orders with this account—and you will not have to go through the usual formality of a down-payment, refinancing, etc. If your added order is a large one, we will make some slight adjustment of your terms so that your time of payments will approximate our usual plan, but if you wish to add purchases up to, say $100, you can simply continue at your present payments.

"In other words, we are happy to tell you that you're numbered among our 'preferred customers' and that the utterly satisfactory manner in which you have handled your account has entitled you to this special consideration.

"All you have to do is fill in the merchandise you want on the attached order form and mail it in the stamped, self-addressed envelope. It is marked for my attention and I will take care of the details of the arrangement.

"May we also take this opportunity of thanking you sincerely for your fine patronage in the past? It is a pleasure to do business with you."

* * *

The Sales Letter Round Table is a clearing house for the exchange of particularly effective business letters. Collection, good will building, and every other sort of letter are passed around for the benefit of all participants. Many an adaptable idea turns up in the process. Write for complete details.

Round Table Winners for October

George Mikkelsen
Oluf Mikkelsen
Evinrude-Elto Distributor
New York, N. Y.

Gordon H. Papkhill
Sales Manager
American Machine and Metals, Inc.
New York, N. Y.

Paul S. Weiner
Sales Manager
Chicago Curled Hair Co.
Chicago, Ill.

Stores Women Pass Up—What Hibbard Is Doing About Them

(*Continued from page* 23)

90% on farmers. Sales have increased daily from the moment we completed our remodeling. Sales are running 45% over a year ago. We noticed no mid-Summer slump."

Rolland Damm, Damm Hardware, Muskegon, Mich.—"Under the old system I am sure less than 3% of our customers were women. Today about 25% of them are women."

Other comments picked at random from a mass of letters:

"Women would much rather pick up the things they want than ask the clerks for them."

"Our sales have increased steadily since the first day of our remodeling in the face of crop failures."

"We usually have a mid-Summer slump in business but this year is an exception due to the new store layout."

"This is the first real merchandising program in the history of the hardware business."

"We are doing more business with fewer clerks because the customer, picking up things she wants, waits largely on herself."

"We have found a woman clerk very helpful in both selling and buying the goods women want."

Woman Clerk an Asset

Hibbard Spencer Bartlett & Co., in bringing about this evolution, suggest that it is highly desirable to employ at least one woman clerk whenever business is large enough to warrant it. A neat, businesslike woman helps to keep everything spic-and-span. She is a factor in maintaining orderliness. Usually she has an eye for color arrangement. Women are pleased in dealing with a woman. They feel she understands their wants and will be helpful to them.

The Hibbard plan also calls for seasonal week-end sales and other sales days. It suggests aggressive local advertising shaped to the job. It lays special stress on the value of bright, clean, ever-changing window displays. And forever it stresses this important point:

"Aim for the woman's trade. She's the nation's purchasing agent. Get her into your store. Please her with your displays and she'll buy."

"Find the woman" is an old French adage. Hardware retailing, with the aid of a watchful wholesale house, seems to have found her and in finding her has re-established itself and its prosperity.

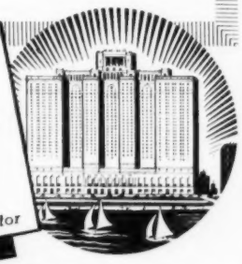


This kind OF GOSSIP IS A GOOD THING

Traveland is all a-buzz—with nice gossip about The Stevens! Travelers, wise in living, tell about the world of ease and comfort that they find at this largest hotel in all the world.

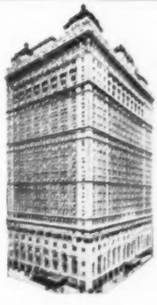
"Located ideally—in the business district yet on the Park and Lake, removed from the turmoil of congested traffic"... "The kind of welcome that makes you feel at home"... "Rare attention to even little details"... "Always a perfect room selection from modest singles to sumptuous suites"... "Biggest bargain in living." These are the things they say.

Come to The Stevens, see for yourself. You'll thank this kind of gossip. You'll find the ease and satisfying comfort which has made The Stevens Chicago's Outstanding Hotel.



Stevens HOTEL CHICAGO
OTTO K. EITEL, Managing Director

3,000 ROOMS WITH BATH



Visitors All Agree . . . it's the FINEST HOTEL IN DETROIT

THE BOOK-CADILLAC is centrally located. It is within a two-block radius of important office buildings and theatres. It's not merely a "place to stay" . . . it is a place to *live enjoyably!* All rooms are spacious and modern . . . minimum rate $3.00.

BOOK-CADILLAC

Washington Boulevard at Michigan Avenue, Detroit

W. O. SEELBACH, Manager
National Hotel Management Co., Inc. The Hotel Network Streamlined for Service
RALPH HITZ, President

TORONTO MONTREAL WINNIPEG LONDON, Eng
GIBBONS KNOWS CANADA
J. J. GIBBONS LIMITED · ADVERTISING AGENTS
REGINA CALGARY EDMONTON VANCOUVER

UNUSUAL

Sales Executive

AVAILABLE

I have watched this man's work for two years. I recommend him.

Uncanny ability to select men—salesmen, associates, distributors. Strong, able leader. Accepts responsibility; gets results. Good organizer. His early Scottish banking background makes him an economical operator. Highest character and integrity.

He has just completed two-year assignment of greatest importance for leading American corporation. His references include many of America's business leaders. A $12,000 man, but reliable firm with genuine opportunity can get him for less, if they pay a bonus for getting results. You can reach him in complete confidence through the undersigned.

BURTON BIGELOW
51 East 42nd St., New York City

WELCOME
TO ST. LOUIS
Welcome to friendly service . . . fine food and drink, served in the hospitable atmosphere of
HOTEL
Mayfair
8th and ST. CHARLES
DOWNTOWN AT YOUR DOORSTEP
Over 50% of all rooms $3.50 or less, single; $5.00 or less, double.

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
Talbott Realty Bldg., Dayton, Ohio



To Alert . . .

SALESMANAGERS

When routing through Central New York, remember Hotel Syracuse is long on value, comfort and service. Centrally located. Four attractive restaurants . . . restful accommodations.

Rates from $3.00 single.



HOTEL SYRACUSE
Fay B. Mareness, Mgr., SYRACUSE, N. Y.

Tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Credit Record of 14 Trades Shown in Annual Survey

The 1937 issue of the annual Retail Credit Survey has just been published by the Department of Commerce. Latest in a series of reports which have been published since 1930, the current study presents a comparative analysis for 1936 and 1937 of credit conditions in 14 retail trades, selected for their credit volume. The trades covered are: Heating and plumbing, lumber and building material, furniture, household appliance, auto tire and accessory, jewelry, coal, fuel oil and wood, women's specialty, automobile dealers, hardware, men's clothing, grocery, department, and shoes.

The report takes no sides in the question of whether consumer credit as developed in the past thirty years is a good or harmful condition in the complex system of production and distribution. It starts from the base of present use—with about one-half of present-day retailers granting credit to consumers, and one-third of retail sales being made on that basis. In order that merchants and business men generally may be well advised in the efficient handling of their various credit policies, the series of studies is designed to give cross-sectional data on business and areas, to show whether collections, bad debt losses, and proportions of sales on credit are above or below the average situation presented by comparable stores.

The 1937 report covers 86 cities. Is based on 1,690 reports, all from credit-granting stores in a group of trades which accounts for approximately two-thirds of aggregate retail sales volume. Following a general summary of all factors in cash and credit sales, collection percentages, and bad debt losses, the study provides a detailed analysis of these factors for each of the fourteen businesses, including city and regional breakdowns. Each section is illustrated by numerous comparative charts and graphs.

Cost, 20c. per copy, on request to the Superintendent of Documents, Washington, D. C., or any of the 33 district offices of the Department of Commerce.

What Young America Buys Shown in *Youth* Survey

American boys and girls prefer Wheaties to any other cold cereal, wear Keds, drink Coca-Cola, like orange juice, spend over 30c. per week on amusement, and dislike Katherine Hepburn. . . . They influence their mothers in the buying of foods, prefer adult to juvenile radio programs, like Jell-O nearly as well as ice cream. Their favorite candy is Baby Ruth, they chew Wrigley's, they eat more apples than any other fruit. . . . These boys and girls are going to college, like serious editorial features, read news almost as much as fiction. And after they complete their educations they're going in for aviation, engineering, teaching medicine, nursing and law.

These facts are only a few of the many which *Young America,* The National Newsweekly for Youth, picked up from its national survey which has been several months in the making. Tabulated and checked by the I.B.M. Corporation, the survey is offered as a clue to the preferences of these youngsters, some 1,200 of whom constitute a small but vocal section of the youth of the country. Copies of the interesting survey are available on request to Charles Muldaur, *Young America,* 32 East 57th St., New York City. Ask for *"Youth, Its Influence and Ambitions, Tastes and Purchasing Power."*

Farm Journal Analyzes Electrified Farm Market

Primarily prepared to aid manufacturers selling electric equipment to farms, but by the same token an admirable guide to farm purchasing power for all manufacturers interested in the farmer as a consumer, *"Electricity on Farms"* is a *Farm Journal* study of wide application. In brief, it is a county analysis of electrified and non-electrified farms, showing also total farm cash income, and cash income per farm. Number of occupied farms, number and per cent of occupied farms electrified, with further breakdown showing source of power (private or municipal company, or R.E.A. Cooperative), occupied farms not electrified, cash farm income for 1937, and average cash income per farm, 1937, are the data provided for the entire United States. It would be a rare product not affected in some way by the sales power shown in this study. As an aid to national marketing, counties are further analyzed as top, middle and bottom farm income counties, and electrified farm counties, maps showing both of these breakdowns for the U. S. Farm electrification is further shown by maps giving location and status of R.E.A. projects, as of May, 1938; and percentage of farm electrification by counties. The cash farm income is estimated by *Farm Journal,* last previous estimate on spendable farm income by counties being in the 1933 "Survey of Buying Power" of SALES MANAGEMENT. For copies of this study, address H. E. Jeunet, *Farm Journal,* Philadelphia, Pa.

All About the Newark Market

Executives interested in the Newark (N. J.) market should secure the *Standard Market Data* folder just issued by the *Evening News* of that city. In its four filing folder pages, it condenses an array of facts and sales data on a $329,000,000 market, which might have been expanded into a bulky booklet. As a sales tool and an excellent example of condensed market analysis, it is tops. Subjects covered for the counties in the trading area and the city itself include population, families, homes, facilities, money, automobiles, retail trade, wholesale trade, manufacturing, and total business and industry. The retail sales data are further broken down by outlets and groups. A total of sixty columns, sixty divisions of data, for each county and marketing unit make this a working tool of value to every type of sales approach to the market. Requests to Russell Zabriskie, Newark *Evening News,* Newark, N. J.

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.
Classified Rates: 50c a line of seven words, minimum $3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. $2,500 to $26,000. This thoroughly organized advertising service of 28 years recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement, identity is covered and, if employed, present position protected. If you have actually earned over $2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

TO THE MAN OF EXPERIENCE, $2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

SALES EXECUTIVE FOR WARM AIR HEATing division of large heating equipment manufacturer with national distribution. Only seasoned and mature man considered. Heating sales and sales management experience, acquaintance with warm air trade throughout country, ability to speak before groups, and successful record of sales results essential. Please state age, and give full particulars of experience, general background, positions held during past 15 years and net incomes each year. Photograph of yourself would be helpful. Our organization knows about this advertisement. All correspondence confidential. Address Box 611, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

CONFIDENTIAL INDIVIDUALIZED CAMpaigns conducted for men of ability who seek advancement or new positions. Moderate retainer fee which each individual remits is protected by refund stipulation. Submit your qualifications for free suggestions. GORDON, P. O. Box 853, Detroit, Mich.

INDUSTRIAL LINES WANTED

A WELL-TRAINED SALES EXECUTIVE OF broad background in the industrial field wishes to take over the representation of several Grade-A products, non-competitive, selling to the industrial field. First choice of territory is Central New York, with headquarters in Syracuse, where his established contacts would be of most value. Second choice would be New England. This man is a Yale engineering graduate; he has hired and trained salesmen and has spent ten years in industrial sales work for one of the country's largest oil companies. He seeks quality products sponsored by well-established manufacturers and prefers products which sell on a repeat-business basis. Address Box 610, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

LINES WANTED

WEST VIRGINIA AND SOUTHEASTERN OHIO distribution available through established wholesale firm's headquarters and warehouse at Parkersburg, W. Va. Can supplement present distribution by supplying warehouse, store-delivery, and local-address facilities to manufacturers' salesmen in this territory; or can organize and operate additional sales-staff and handle consigned stock, with complete account-financing if desired. Write Box 303, Parkersburg, W. Va.

LINES WANTED (Continued)

THE FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-1. Territory: Western N. Y., hdqrs., Syracuse. Wants several non-competitive first-grade products selling to industry which have repeat sales.

Ag-2. Territory: Md., D. C., hdqrs., Baltimore. Wants grocery specialty products.

Ag-3. Territory: National, hdqrs., Chicago. Wants grocery products.

Ag-4. Territory: Tenn., hdqrs., Nashville. Wants mechanical or electrical specialties selling through dealers.

Ag-5. Territory: South Tex., hdqrs., Houston. Wants several good staple or specialty lines.

Ag-6. Territory: Southern O., Ind., Ky., Western W. Va., hdqrs., Cincinnati. Wants products selling to electrical and hardware stores, central stations, jobber trade.

Ag-7. Territory: New England, hdqrs., Boston. Wants any product that has New England potential.

Ag-8. Territory: National, hdqrs., Boston. Wants products in sporting goods, toy or hardware field.

Ag-9. Territory: West Virginia, Southeastern Ohio, Eastern Kentucky. See Ad Box 303.

Ag-10. Territory: Central New York or New England. See Ad Box 610.

MAILING LISTS

SPECIAL MAILING LISTS. CHEMISTS, ACcountants, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

PHOTO AD-CARDS

YOU CAN USE THEM TOO. YOUR BUSIness needs these wonderful business builders. Let us show you how other firms are using PHOTO AD-CARDS to their advantage. Samples free. GRAPHIC ARTS PHOTO SERVICE, Third and Market, Hamilton, Ohio.

POSITIONS WANTED

EXPORT SALES MANAGER AND FOREIGN TRADE DEVELOPER

High-type foreign trade representative, recently having completed important two-year assignment abroad for one of America's largest corporations, is now available for position as export sales manager and foreign trade developer.

Intimately familiar with North and South America; has especially influential contacts in Canada, Argentina, Brazil, Chile, Venezuela, Panama, Columbia and Uruguay. Equipped by 20 years' experience in many lines to introduce new products into these countries, to develop backward lines which are not now selling, or to untangle involved situations involving foreign funds. Familiar with foreign exchange and financing of foreign trade.

Interested in connection with reliable U. S. corporation. Earnings average $15,000 annually; no objection to taking part of it in commissions on results. Not interested in sales agencies or fly-by-night trading propositions. Highest references from unimpeachable sources. Address J. E. F., care Philip Salisbury, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

POSITIONS WANTED (Continued)

SALES MANAGER WITH 15 YEARS' PRACtical experience in national field. Now available to an organization needing versatile man to sell, employ, organize, direct, and build salesmen's morale. Experienced in budgetary control, sales promotion. Aggressive and diplomatic with ability to follow through on intelligent plans and programs and show profit. Experience has covered drug, grocery chains, confectionery, tobacco, beverage, hardware and department stores. Has contolled sales volume over 10 million directing 200 specialty jobbing salesmen. A-1 references. Salary requirements, $6,000 plus bonus or profit sharing arrangement. Gentile, age 44, willing locate anywhere. Address in confidence Box 615, SALES MANAGEMENT, 420 Lexington Ave., New York City, N. Y.

ADVERTISING AND SALES PROMOTION Manager available December 1st. Can you use a man who has had sixteen years' experience in producing Trade Paper and Direct Mail Advertising, as well as Sales Directing, Sales Corresponding, research and calling on the trade. For details write Box 612, SALES MANAGEMENT, 420 Lexington Ave., New York City.

A SEASONAL SALES TRAINING DIRECTOR is selling an opportunity to demonstrate what systematic intelligent training can do to raise volume-per-man and cut sales costs. This man's methods of training men and increasing sales have been effective with all types of salesmen—commission, wholesale, retail, clerks, sales engineers, dealers. Also a variety of specialties, commodities and services. This man (in his thirties) seeks a company anywhere in the U. S. A. where he can prove of permanent value training men to get more orders. Hearing the story of his methods will be well worth the time of any important sales manager. Personal appointments can be arranged quickly in the New York area. If you sell a reasonable volume of goods through salesmen, distributors or dealers . . . write Box 613, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

MARKETING EXECUTIVE. FIFTEEN YEARS' advertising and merchandising for one of large Chicago mail order retail chains. Produced many millions in sales. Last six years in charge marketing and development new products for two nationally known manufacturers. Box 614, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES MANAGER OR DISTRICT SALES Manager. Fifteen years' experience in selling and sales management as District Sales Manager and District Manager large corporation. Successful record in hiring, training, developing and directing salesmen and in increasing sales volume. Good education, alert and energetic. Familiar with hardware, building material and paint trade in South. Box 609, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-1. Product: Water and metal treatment for steam boilers. Territory open: N. Y. and N. J.

Mf-2. Product: Drug item. Territory open: National.

Mf-3. Product: Insecticide. Territory open: New England, parts of East, most of Middle West.

Mf-4. Product: Display materials. Territory open: National.

Mf-5. Product: Specialty selling through infants' departments of department stores. Territory open: Wash. and Ore.; San Francisco and Northern Cal.; Los Angeles and Southern Cal.; Salt Lake City; Tex.; Kans.; Okla.; Mo.; Ia.; Ga.; N. C. and S. C.; Tenn.; Miss.

Mf-6. Product: Patented fire and burglar alarm device. Territory open: National.

COMMENT



BY RAY BILL

BUSINESS IS SPEEDING UP: Apart from the statistical evidences that business as a whole is continuing to make moderate but regular progress (as forecast in these columns last May), there are growing signs that sales executives are "turning on the heat."

Perhaps other countries can mobilize and regiment for military purposes better than we can here in America. Perhaps, too, they can regiment consumers in many more ways and over a much larger portion of each day and night. But when it comes to mobilizing sales effort and to following through, America has no equal.

But deserving as are these complimentary remarks, the sales side of American business is only really just beginning to speed up, following the so-called 1937-38 recession. In some cases full power is being withheld because of the belief of some that business progress cannot be made while the New Deal still rides in the saddle and that enterprising effort cannot win and keep its proper reward. In other cases sales executives are not getting the backing from presidents and boards of directors which the current trend justifies. Many business leaders have been so tied up with labor problems and other matters outside of the sales domain that sales opportunities have received, in certain quarters at least, rather scanty attention. In still other instances, the neglect is due to a predominance of management which has come up from the financial and production sides. But even a casual study will show that those concerns topped by sales executives or in which sales executives play an important part in the general management have been forging ahead faster than the majority. They are the ones who have been and are still putting on the heat. The others are now beginning to follow because upward movements just like depressions breed contagion.

These words are being written before the November elections, and our prediction that *1939 is going to be a really good year* is made irrespective of the election outcome, and irrespective of the fact that most of the forecasters, economists and prophets are still extremely timid about the degree of progress which they predict, although substantially unanimous as regards forward progress itself.

In our judgment, political happenings of the day never have and never will be the turning points for either booms or depressions. Changes in political trends merely reflect fundamental trends already substantially under way. In this very connection, we call attention to these definite trends which preceded the November elections: (1) Many more salesmen and sales executives on the trains and in airplanes, traveling to get business; (2) many more salesmen on the road in automobiles—a recent survey showing many overnight garages currently doing considerably more business as a result of transient salesmen patronage; (3) hotels and conventions showing significant gain as regards patronage and attendance from the sales side of business; (4) advertising appropriations moving upward and being approved much earlier than was true last year.

Therefore, for 1939 we suggest the motto: *Put on sales heat.* And to the chief executives and boards of directors of American business we respectfully submit the following by way of advice: *Back up your sales executives with increased sales and advertising effort all along the line,* to the end that private business may prosper well not only in its own selfish interest, but also in the public interest as regards restoring the degree and stability of prosperity which governmental measures of themselves fail to achieve.

✦ ✦

TAX INCENTIVES TO THE FORE: A joint committee of the two Houses of Congress is seriously studying so-called tax incentives or tax rewards. The basic idea is to eliminate or reduce the tax paid by those concerns which accomplish most in certain specific directions, such as increasing the volume of employment, increasing the number of those receiving an adequate annual wage, and benefitting wage earners by profit-sharing, etc.

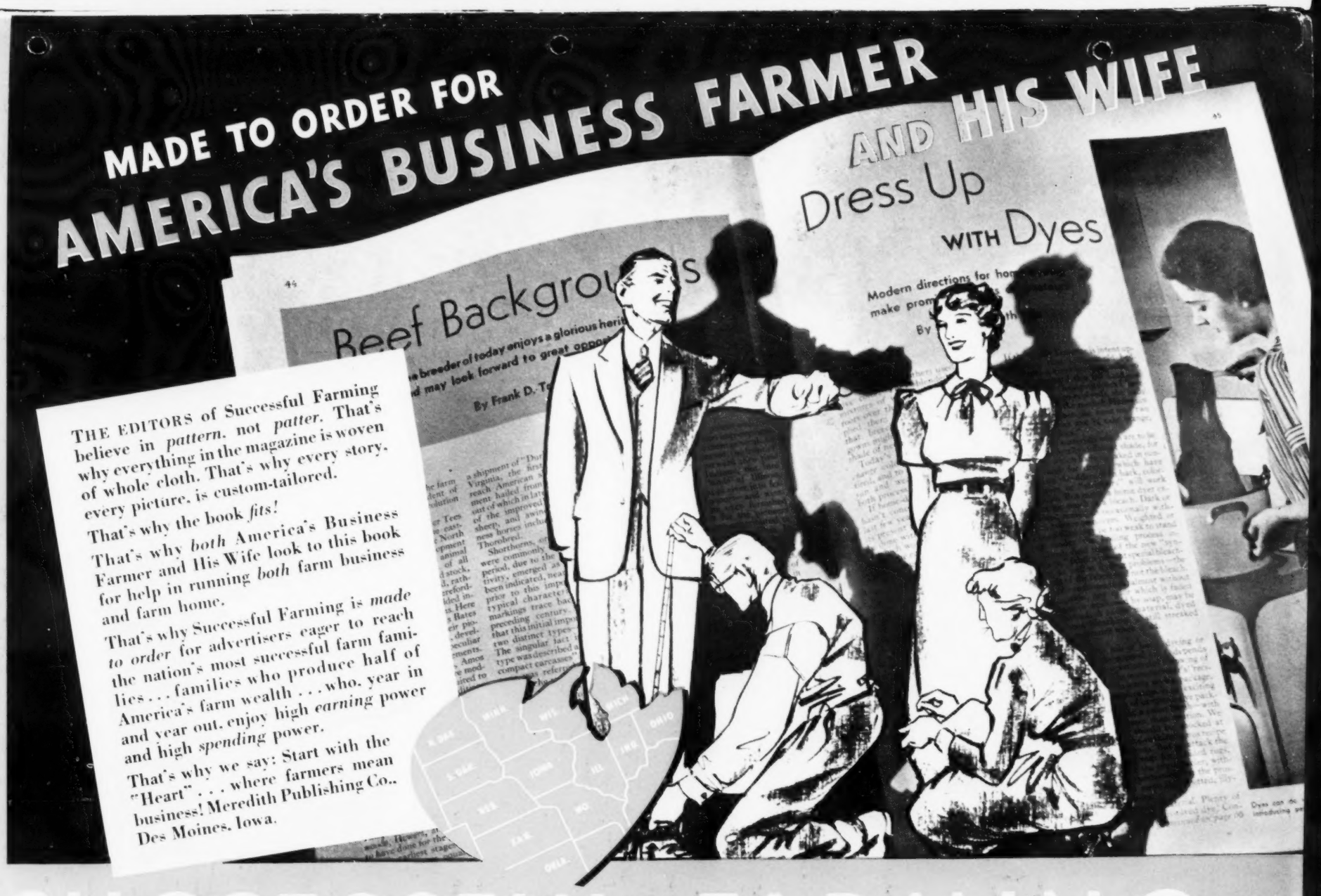
In the hands of politicians of the expedient sort, tax incentives may become a new political racket for gathering in the labor vote. In the hands of political statesmen, tax incentives can become a sound and needed stimulus to reducing unemployment, amplifying prosperity, and rewarding those most deserving of tax reductions.

Certain of the tax incentive plans now under consideration appear to be applicable only to very large concerns with very large capital reserves. Any plans which are feasible of fulfillment only by big business will not in the long run prove acceptable to the American people. Whatever is done should be just as possible of attainment by small companies as by big ones. In other words, there should be no discrimination, not only as regards original intent but also as regards possible ability to perform.





MADE TO ORDER FOR AMERICA'S BUSINESS FARMER AND HIS WIFE



THE EDITORS of Successful Farming believe in *pattern*, not *patter*. That's why everything in the magazine is woven of whole cloth. That's why every story, every picture, is custom-tailored.

That's why the book *fits!*

That's why *both* America's Business Farmer and His Wife look to this book for help in running *both* farm business and farm home.

That's why Successful Farming is *made to order* for advertisers eager to reach the nation's most successful farm families . . . families who produce half of America's farm wealth . . . who, year in and year out, enjoy high *earning* power and high *spending* power.

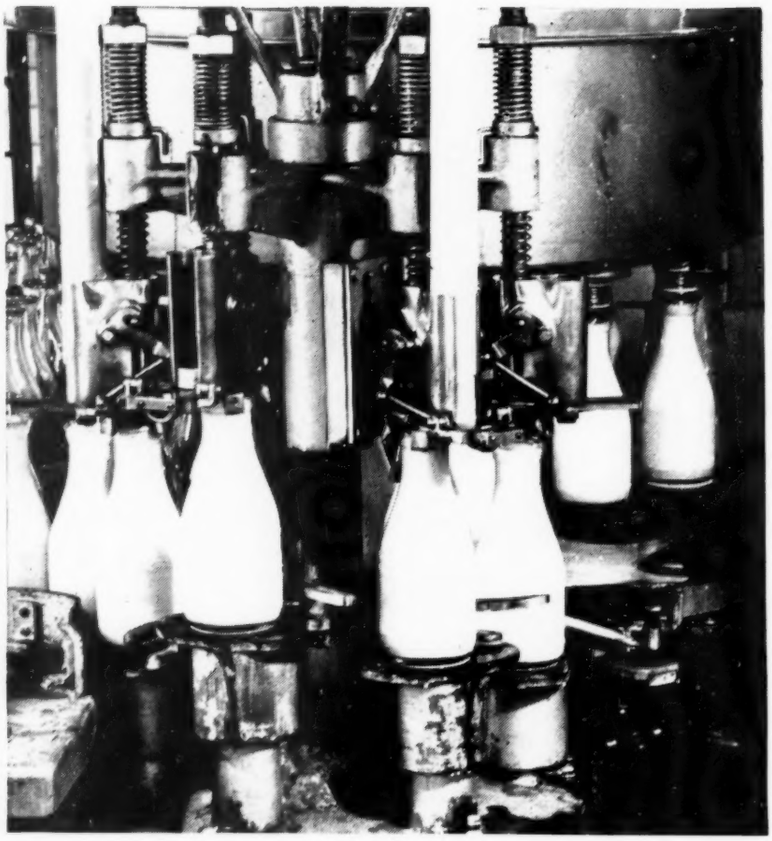
That's why we say: Start with the "Heart" . . . where farmers mean business! Meredith Publishing Co., Des Moines, Iowa.

SUCCESSFUL FARMING

LARGEST FARM CIRCULATION *in the* WORLD'S RICHEST FARM REGION

FULL MEASURE EVERY TIME

in this Billion Dollar Market



There is a full measure of responsiveness—in terms of sales for your product—waiting for you in the section of New England covered by WTIC. For their year-after-year record for a billion dollars of spendable income shows that these people have the means to buy.

Their preference for WTIC as a guide to their buying is clear—and impressive—as shown by this list of "firsts" for WTIC—

FIRST

In Listener Popularity by more than 2 to 1
In Number of Network Advertisers
In Number of National Spot Advertisers

Put WTIC to work for your product now. It's a sure means to a full measure of profit from your selling effort throughout 1939. Write today for our interesting 32-page brochure giving full details on the Ross Federal Survey of WTIC's popularity and facts about the WTIC Billion Dollar Market.

50,000 WATTS **WTIC** **HARTFORD CONN.**

The Travelers Broadcasting Service Corporation • Member N.B.C. Red Network and Yankee Network

Representatives: Weed & Company • New York Detroit Chicago San Francisco